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STUDIES IN INDUSTRIAL RELATIONS PROBLEMS

Published by the

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247 Park Avenue, New York

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EMPLOYEE MAGAZINES IN THE UNITED STATES

NATIONAL INDUSTRIAL CONFERENCE BOARD, Inc.
NEW YORK
1925

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FOREWORD

THE employee magazine has come into widespread use in the past decade as a practical method by which closer contact among those engaged in industry may be achieved. With the growth in size of many establishments and the increased complexity of business organization, the personal working relationships of earlier days have changed or passed. Business, it is often said, has become more efficient but less human. But, while it is neither possible nor desirable for industry to move backward to a simpler organization, experience has shown that it is possible to instill in the larger modern productive unit something of the earlier sense of unity. This the employee magazine attempts to do by means of the printed word.

In no way to be confused with the "house organ," whose aim is frankly sales promotion and whose success is therefore reckoned in terms of dollars and cents, the function of the internal publication or employee magazine is essentially educational and its success is measured in terms of the degree of mutual understanding existing between management and labor in the business group which it serves, and in terms of the spirit of loyalty, cooperation, and pride of accomplishment which it may help to develop.

Wisely handled, under the proper conditions, the employee magazine has in numerous cases shown its possibilities as a channel of information between management and the labor force. Through its pages the daily routine of the particular business establishment has been reported and interpreted, and, in consequence, with understanding of the plant processes and successes has come pride in the company and pride in individual work. Through its use of personal items and through its aid in such group activities as thrift, health, and safety, the employee magazine has given evidence of its usefulness in furthering the solution of many of the problems of industrial relations.

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Many questions, however, present themselves in connection with this new development. Why are so large a number of magazines short-lived? Do business executives feel after a few years' actual experience with their shop papers that they are producing results commensurate with their cost? In what definite ways have they been a factor in increasing morale? What are some of the problems of employee magazine editorship? What are the trends in employee magazine development?

To answer these and similar questions, the following pages present essentially a study of the experiences which employers have had with employee publications—what they have attempted to accomplish through this medium; wherein they feel its use has been successful and wherein lie its shortcomings and possible dangers. This report, therefore, is a summary of the best thought and practice on the subject, presented in a manner which aims to be constructively helpful to those interested in these publications and in their value in the solution of some of the problems of industrial management.

This volume is the result of an investigation conducted by Miss Eleanor Davis, of the Conference Board's Research Staff, under the supervision of the Board's Staff Economic Council.

In this study the Conference Board has greatly benefited by the close cooperation and intimate practical experience of its Advisory Committee on Industrial Relations, composed of the following:

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CHAPTER I

THE DEVELOPMENT OF EMPLOYEE MAGAZINES

PERIODICAL publications of industrial or business concerns are not a new institution, although their general use is comparatively recent. The "house organ" aimed to increase sales was the earliest development of this form of literature. At times taking the place of the salesman but more often supplementing his work, sometimes consisting of a few sheets but more frequently a well-prepared leaflet or small magazine, with attractive cover and artistic printing, the sales house organ aims to attract the attention of the possible buyer and in the end to increase the sale of the company's goods.

The *Mechanic*, published by the H. B. Smith Machine Company, of Smithville, New Jersey, although it has not been issued regularly since 1914, is known as one of the oldest house organs. It was founded in 1847 in Vermont by Mr. H. B. Smith in connection with his business as a manufacturer of woodworking machinery. The company writes that it expects to resume regular publication of the *Mechanic* at some future time. The oldest house organ still actively in existence is the *Fall River Line Journal*, published by a coastwise steamship line for the benefit of the patrons of its steamers, and first issued in 1878. In the same year, the *New Idea* was first published by a manufacturing pharmacist in Detroit, Michigan. Other house organs which have been published for some time are *The N. C. R.*, first issued in 1887, *The National News*, started in 1894, *Patton's Monthly*, which was begun the same year, *Art Notes*, issued since 1896, and *The Chameleon*, since 1898.

The sales house organ is circulated among prospective buyers, dealers and salesmen. A second stage in the development of industrial publications came when a house organ was published for employees. Such house organs have

been given various names. The terms in most general use are *internal house organ*, *personnel publication* and *employee magazine*. Frequently the term *house organ* is used indiscriminately, although such a practice makes no distinction between two types of publication which have entirely different aims. By the term *employee magazine*, as used in this report, is meant any periodical issued by a firm, organization, or corporation, or by its employees, dealing with the internal life of the organization and with the relation of all concerned to each other and to the efficient conduct of the business. Thus considered, the employee magazine is one type of house organ, a type concerned only with employee matters, and becomes practically equivalent to two other terms frequently used, *internal house organ* and *personnel publication*.

The dividing line between a sales house organ and an employee magazine is not always definitely drawn. A certain number of publications combine these two types. Other publications seem to be passing through a transition stage, and, instead of dealing almost entirely with personnel matters, are including more and more sales material until the contents are becoming predominantly adjuncts of the sales rather than of the employment relations department.

Sales house organs are much more numerous than are employee magazines. They stand, however, outside of the domain of industrial relations and fall rather within the field of public relations. Where this study discusses sales house organs, therefore, it does so only to recognize them as an important type of company publication and to distinguish them from employee magazines.

The earliest distinctive employee magazine of which there is record was first issued by the National Cash Register Company in 1890 and was called *Factory News*. It was a twelve-page journal issued monthly, and afterward developed into the present publication, *N. C. R. News*. From this beginning, the use of periodical publications for employees spread, although slowly at first.

During the period of the recent World War, employee magazine publication received a great impetus. Employee cooperation was desired as never before, not only to stim-

ulate vastly increased production but to support the varied war activities. Notices and bulletin-board posters proved ineffective means for reaching large bodies of employees, and hence the use of employee magazines and internal plant newspapers increased.

The rapid increase in the number of employee magazines during these years is accounted for, also, by a growing realization of the importance of the human element in industry, a growing realization of the fact that, in order to function at its best, an industrial organization must have not only up-to-date machinery, an effective management personnel and efficient methods of plant administration, but also the loyalty and cooperation of those who run the machinery and whose efforts are most directly concerned with production. This conviction explains the increased attention during these years to personnel work and social and welfare programs. It found an expression in the use of the employee magazine to widen human contacts within the organization and to stimulate the growth of a spirit of cooperation.

In 1921 the Collins Industrial Council published the results of a study of 334 employee magazines. Of these, 91% were found to have been started during 1917, 1918, 1919, or 1920. With the business depression of 1920–1921, there came a reaction in employee magazine publication. This was due to the fact that in many cases magazines had been started without a realization of how much they would cost and without a definite aim for their publication. Hence, when retrenchment became necessary, the employee magazine was one of the activities scheduled for discontinuance. A study made in 1922 by *Printers' Ink* indicates that as many as 30% of the magazines published in 1920 were discontinued during that or the following year.

Since 1921, the employee magazine idea has again gained ground. However, the number of these publications which are started and afterward discontinued is startling.

The National Industrial Conference Board, in compiling the list of employee magazines printed in the Appendix, received reports from 428 publications given in various lists as being employee magazines and as being published within the past three years. Of these, 228, or 53.2%, are devoted to

employee interests and are still published; 51, or 11.9%, either have always been devoted to selling the company's product or have changed from employee to sales magazines; and 149, or 34.8%, have discontinued publication.

Such a large proportion of discontinuances suggests the conclusion that at least some of the magazines should not have been started in the first place or that this new tool for the improvement of industrial relations has not always been understood or wisely used. It becomes necessary, therefore, in order to understand the problem, to inquire somewhat more deeply into the results which such a magazine may reasonably be expected to produce and into the conditions under which their publication may be expected to be a successful enterprise.

This study of the Conference Board examines, first, the function of an employee magazine and, second, the elements of successful employee magazine publication. Both of these topics are studied in the light of the practical experience which various firms have had with the publication of their magazines. After analyzing the results which these firms have accomplished through the issuance of an employee magazine, and the type of article or news policy by which these results were brought about, the study considers the chief elements of successful employee magazine publication. These two topics are further studied through an analysis of the size and contents of employee magazines, and illustrated by means of notes and comments by employee magazine editors and company executives.

CHAPTER II

THE FUNCTION OF THE EMPLOYEE MAGAZINE

THE employee magazine has undoubtedly come to stay as a factor in industrial relations. Its place is more limited than was perhaps anticipated in the enthusiasm of its wartime use. Experience has shown that it cannot solve all the varied questions of human relationships in factory or store or office. These solutions must still be worked out by industrial managers and workmen in a spirit of willing cooperation and experimentation. But the employee magazine can help in these solutions by bringing to large and often complex organizations something of the human contacts and acquaintanceships, and hence mutual understanding, which the very size of the organization has made difficult otherwise. If an organization is small enough for its members to know one another personally, there is little need for an employee magazine. On the other hand, if it is large, as many are today, employees in different departments have little opportunity for friendly contact and it is difficult for management to know its workers in any personal way or for the workers to know anything, except through rumor, of those who manage the organization. Experience has shown that in the bringing about of better understanding between the members of a common undertaking lies the fundamental usefulness of an employee magazine.

Closely allied to increased acquaintanceship and better human understanding is increased knowledge of the processes and accomplishments of the organization as a whole, and hence greater pride in individual workmanship and increased loyalty to the establishment.

In addition to these more general purposes of an employee magazine is its use as a means for reaching everyone in the organization in connection with the work that is being

carried on by the different departments to further activities making for contentment, education, health, thrift and safety. In many organizations such activities are varied and include musical organizations, dramatic clubs, employee social clubs, baseball and other athletic teams, bonus and thrift plans, constant attention to the problem of safety and many forms of educational work, ranging from classes in English for foreigners to extension classes in engineering. With the employee magazine as a medium for spreading the news of such activities and enlisting employee interest, the work is furthered, to the benefit of all concerned.

The varied aims of employee magazines may be summarized as:

I. To develop a feeling of unity and cooperation among employees
II. To increase good-will between employees and management by serving as a channel of communication
III. To foster pride of workmanship
IV. To develop loyalty to the plant as a place in which to work
V. To bring the industrial relations program to the attention of the employees
VI. To secure increased attention to safety

Although these purposes may be grouped under different headings or expressed in varying terms, they are, in general, those which the experiences of company officials and editors indicate are practical aims for an employee magazine. Some excellent employee publications have only a limited purpose. In others, the aims are intangible, such as the creation of better morale, or a spirit of cooperation, loyalty and pride in the work done. Because the aims are intangible, the results are hard to measure, and it is impossible to state definitely that the employee magazine is the means of bringing them about, or, what is more likely, one of the factors in bringing them about. The effect in such cases cannot be measured by any rule of thumb or statistical system, and the only guide to the part the employee magazine may have played is the testimony of those actually in contact with specific plant conditions. A more detailed examination of

these aims helps to explain the attainments of employee magazines, and the place which they have won as an aid in the problem of industrial management.

Cooperation Among Employees

In a factory, store, or office where only a few persons are employed, it is possible for those few to know each other well, and to develop a sense of fellowship and good-will. In larger establishments the problem of personal contact among employees is much more difficult. Here the size of the plant and the complexity of its organization tend to keep the individual worker isolated.

The employee magazine uses personal items to bring the workers into closer touch with one another and to develop the sense of fellowship and cooperation. If handled with human interest and a knowledge of news values, such items can acquaint men in different departments with one another, not as unknown members of an army of workers, but as men and women with like interests and problems. Such items include reports of new homes built by employees, new cars, news of births, marriages, deaths, sickness, children who have been graduated from school, mention of good production records at the factory or store, interesting accounts of employee social, musical or athletic events—in short, items that remove the barriers of distance between employees, and help to restore or develop the sense of being among friends, among persons whose interests at home and at work are fundamentally akin and who are sympathetic with one another's misfortunes and pleased at one another's successes. If an employee magazine can to any degree create this spirit of acquaintanceship among its workers, it has to that degree done away with impersonality and loneliness in the work and has helped to liberate the energies of all concerned for greater accomplishment and greater pleasure.

The editor of an employee magazine writes:

> "The . . . buildings cover a wide area and it is difficult for people to have the friendly contact with each other as they did when the company was smaller. We have found that The ——— (magazine) is a means of keeping them acquainted and holding them

together more firmly. We feel compensated for the expenditure of The ——— (magazine). The Company people are interested in it; they look forward to it, and always respond enthusiastically when there are contests to display their various talents. These contests are summer photograph contests, hobbies, poetry, etc., and because of such things we get to know the real side of the individual. The idea uppermost in having The ——— (magazine) is to promote good fellowship and cooperation, and I believe The ——— (magazine) has done much to produce it."

And, again, another editor writes:

"Since we do not employ a full-time editor who would have the special ability and enough time to get out a first-class paper, The ——— (magazine) is not of as high standard as we would like. But it appears to be filling an important niche in our program; the employees enjoy it and do their part in sending in personals. The actual good that it does in an educational way is, of course, hard to determine, but I believe it is a factor in improving good fellowship and loyalty."

The personal items in these plant publications cover a wide range of interests. News of births and deaths in the families represented are announced, either in sections by themselves or in the news items from the different departments. Reports of marriages are often written up more fully. If the company employs many women office workers, the employee magazine frequently makes a practice of printing an account of the shower given to the bride-to-be by the rest of the office and illustrates the account with a picture of the desk decorated for the occasion and showing the gift presented by the force. Other magazines vary this with the reproduction of a snapshot of the bride and groom standing by the entrance to the new home or perhaps simply a picture of one or both. In this, as in all newspaper work, the reporter needs a discriminating sense of the fitness of things, tempered by a broad enough human interest not to lose sight of the fact that such items, though they may be an old story to a reporter, are among the important happenings of a life-time to those concerned.

Names of new employees are almost invariably announced and, unless the firm is too large to make it possible, there is also a note of welcome and in some cases a photograph or a short account of the previous history of the newcomer.

A news item, but more often a more elaborate description of new homes purchased by the employees, is not only interesting news, but is a valuable argument for thrift. Such items are made much more effective by the use of pictures or the reproduction of floor plans.

Firms having a large number of foreign workers often devote a page to Americanization news and print the names of, or news items concerning, employees admitted to citizenship, sometimes with photographs. In this same section is given news concerning Americanization classes, either in connection with the firm itself or with the public schools. Employee magazine editors testify that even in cases where foreign workers cannot read these sections themselves, their children do, and interpret the information to their elders.

Almost every magazine, at one time or another, prints a series of photographs of its employees as children—generally opening a contest with a prize for the one who identifies most of the individuals. This seems to be one of the sure ways of arousing interest. Closely akin to this practice is that of printing at intervals group or individual pictures of workers in the organization as they appeared twenty or thirty years ago.

Even more effective, however, is the use of pictures of the children of the employees. The editor of an employee magazine which devotes one page of each issue to pictures of the children of the workers writes:

> "It is surprising how gratified a man is to have his baby's picture in the plant paper. When we started this idea two or three years ago we had some difficulty in getting enough pictures of our company children to fill a page, but our problem now is to satisfy our men when they send in the pictures and we have to hold them over for a subsequent issue."

Vacations, in organizations which allow vacations, are a fruitful source of personal items. Many employee magazines devote the major part of one number to the subject. Where members of the working force have taken particularly interesting vacations, their experiences are often written up as special articles and illustrated with photographs. Photographic contests, particularly summer vacation photographic

contests, have resulted in many cases in pictures which have greatly improved the appearance of the magazine, while at the same time providing interesting information. In some cases, such photographs have been used as magazine covers.

Accounts of athletic events connected with company base-ball, foot-ball or bowling teams serve to give publicity to the work of the athletic department, to those taking part in the company's athletic work, and particularly to foster an *esprit de corps* among the entire personnel. Similarly, accounts of social events, such as dances, picnics, and musical and dramatic activities, are printed with a view to developing greater employee participation and interest, and fostering a better spirit in the plant.

If the employee magazine is to accomplish its purpose of increasing employee good-will and cooperation, the news items chosen must be such as will interest those for whom the paper is printed. The editor of one large employee magazine, in a discussion of "What Should You Run in Employee Magazines?" summed the matter up in a few sentences:

> "They want to be interested. They want to know everything interesting which the company is doing. They want to know about their friends in the company and interesting things which people in the company are doing."

The jobs, the homes, and the pleasures were given as the three main interests around which stories should be built.

Of similar tenor is the view of a company executive who states:

> "In many respects a personnel publication should fill the same place in the organization as a small town newspaper fills in the life of the community in which it is located. The successful town newspaper contains the news of special interest to the town, discusses in its editorial columns questions, the proper solution of which improve and advance the community, and it has also a considerable portion of its space devoted to personal news about the residents of the town. In the same way a personnel periodical should be the family newspaper of the organization. It should tell the news, such as the developments and improvements which are taking place in the business, something about the work which is being done and how the product depends upon all working together to produce it, intelligently and efficiently, and also personal news about the members of the organization, from the president to the office boy and from the manager to the apprentice."

An editor writes:

> "We make every effort to have our workers, both in the office and the factory, contribute to our magazine. Perhaps from an outsider's point of view the contributions are not worth while, but from our point of view they are supremely so."

While the inclusion of personal items may appear trivial, there is real justification for them. They hold the mirror up to those working in the organization, reflecting the interests and activities of the entire personnel, and so foster that spirit of comradeship and personal interest which is an essential part of any successful enterprise.

Good-Will Between Management and Employees

Employee magazines are also published to stimulate greater good-will between management and employees. Any agency which helps management and men to know each other, whether it is by personal contact or by what is often the necessary substitute, the printed page, has possibilities for the betterment of human relations. The editor of an employee magazine with a wide circulation writes:

> "We believe The ——— (magazine) is more than meeting the requirement for which it was intended, that is, building up a closer relationship between the executive and employee branches of our company."

The director of personnel of a manufacturing company speaks of the company employee magazine in this respect:

> "We believe the paper has brought about a better feeling and closer relationship between the workmen and the management, but would advise that it is only one of a number of things that have the same tendency. We would not attempt to give the paper all the credit, but we do value it highly."

"The first function of the employee magazine," says a writer on the subject, "is to be a medium of contact between the management and the employees, a meeting place of employer and employee interest, a place where both may become better acquainted with one another and with the individual problems and purposes which go to make up the daily life of a modern industrial organization."

The employee magazine has been used in at least three

ways to bring about this aim of increased good-will between management and employees. Personal items concerning both executives and employees are a factor in increasing the sense of acquaintanceship. Biographies of officers of the firm are sometimes used to advantage. The story of the president or the secretary of the firm who rose to responsibility from the position of office boy or brakeman, if told with sincerity and without preaching, can strengthen personal loyalty, and loyalty to the firm where such advancement is possible.

A frank presentation of some of the problems facing management, printed as special articles or editorials, can be used to encourage sound industrial and economic thinking. Some magazines print regularly authoritative studies of general business conditions, markets, employment, prices and wage trends. Such articles are frequently written by an outside acknowledged authority. If the readers have any faith that the material is uncolored by bias, it cannot but lead to some serious thinking on the subject of the foundations of prosperity and depression.

Employee magazines are used to promote good-will between management and workers by serving as a medium for announcements by management. Used in this way, the paper can carry directly to all concerned, and with whatever explanations are desirable, announcements which might otherwise reach the employee distorted by gossip or rumor. Such announcements can often be used to prepare the way for changes in policy which might otherwise be misunderstood. An example in point is that of the firm which decided, in the interest of all concerned, to change its system of payroll disbursement from one of cash to one of payment by check. The way was prepared by news items and editorials, bringing out the advantages of a check disbursement, and by the time the change was introduced all understood and approved.

The employee magazine can be used as a medium for announcements of managerial policy. By means of it, management can voice its appreciation for an outstanding accomplishment where it would be impossible to speak to those concerned personally. Likewise, through announcements in

the employee magazine, management can prepare the way for a curtailment of forces or of hours of work, if business conditions make such curtailment necessary.

Pride of Workmanship

Much has been written to show that division of labor has robbed the worker of the old-time pride of craftsmanship, that a man in a modern factory who performs one small operation over and over can point to no product as his own and be proud that he did it well. But it is still possible to be proud of a good piece of work, possible for the man who fastens one bolt, and fastens it well, to realize that the bolt is an essential part of the finished machine and that he can therefore share in the pride of making one part of an intricate machine and that his skill and efficiency is necessary to the completion of the whole program. The employee magazine has as one aim the development of individual pride of workmanship by bringing to each employee, through articles in the columns of the magazine, the story of the whole process of the manufacture of the company's product or the performance of its service and of the place in the final accomplishment of each individual's work.

The advertising manager of a manufacturing firm writes:

> "You will notice in the copies we are sending you, you will find a story of something notable that our product has accomplished. These stories are written in such a way as to make the employee feel that he has had a part in the accomplishment and that it is because of the care and the sincerity of his workmanship and interest in his work that the qualities of the product were such as to enable results reported. We have tried to make such a story a part of every issue. In this way during a period of years we have built up an unmistakable pride of workmanship and interest in operations on the part of the employee. We have visualized to him repeatedly the significance of his every move at the machine, not with an appeal for increased production, etc., but rather than make him feel that he is being driven, we have led him to take such an interest in his work that he does more of it and does it better than he would if he did not have this subconscious feeling that his work is counting for more than mere wage-paid motions. The publication of any employee house organ must be largely developed along psychological lines to be successful. This done, then the substantial business values will come automatically."

Articles describing the process of manufacture or distribution in different sections of the organization are the most important means by which the employee magazine is used to develop pride of workmanship. If these articles are to be read by employees in other sections, they must be non-technical and so simply written that a reader not familiar with the work will gain from the articles a clear idea of what is done and how results are accomplished. Such articles serve, not only to crystallize each employee's thinking regarding the workings and place in the organization of his own department, but to bring to him a realization of his part in preparing the finished product and the necessity that his work be done efficiently and without waste of time in order that the whole plant may function as an efficient productive organization.

An electrical manufacturing company has been using on the covers of its employee magazine full page photographs of men on the job, such as a machinist at work, a metal spinner at his lathe, a tool and instrument maker, officials conferring with an employee over a particular operation. In each case the picture is of a worker in the plant and the magazine gives his name and a short sketch of the work he does.

Employee magazines are used to foster pride in the work by means of articles and pictures showing the quantity and quality of goods produced and the final use of the product. This is of greater value if the product is put to some particularly interesting or well-known use or is in demand in foreign lands. The attempt is to let the man who may make only a small part of the final product see its relation to the whole, and the romance of the entire achievement.

Public service organizations, not engaged in manufacturing, use the columns of their employee magazines to print letters of commendation received from patrons. This procedure constitutes not only recognition for courtesy and occasionally for calmness in the face of accident or disaster, but helps to develop a pride in the quality of the service rendered.

In common use in employee magazines is the suggestion department, where a record is printed of suggestions sub-

mitted by employees for more efficient handling of the work. The subjects covered by the suggestions range from more efficient ways of moving goods to technical inventions for improvement of processes of production. In a majority of cases a money reward is offered for suggestions and the sum won or award made is also printed. The employee paper records the suggestions which are thus chosen, with the names of men receiving awards and a description of the process for which the award was given. An incentive is thus created for men to improve the manner in which their work is done, a step forward toward intelligent interest and pride.

Records of exceptionally good production, either on the part of any one department or on the part of an individual, are printed by certain employee magazines as an incentive toward more output and as a more effective way of securing results than simply preaching greater production in general.

Once a spirit of pride in departmental or job performance has been established, employees will follow that interest farther if they know how to make the contact. Here the employee magazine is used again. Some magazines print lists of books bearing on different phases of the operations carried on in that particular plant, or, if not books, articles in current magazines or papers. If these books or magazines are in the plant library or the town or city public library, that fact is included in the announcement.

One firm, engaged in the printing of books, includes in its employee magazine interesting notes on the books and those who wrote them in order that those in its employ may develop a greater interest in the work. "Probably every one in the shop took a lively interest in the part he played in the production of ———, one of the most recent books from our press. And a very natural interest this was," begins one such article. Similarly, an employee magazine published by a company operating a hotel prints accounts of what some of its distinguished guests have accomplished; stories in regard to organizations which are to hold banquets at the hotel in the near future, what their object is and who are some of their leaders; as well as general observations as to the conduct of the hotel, what a hotel's guests expect of it, etc.

Loyalty to the Firm

Good-will among workers, and between workers and management, as well as pride in the work, are all closely connected with the fourth aim of employee magazines, that of fostering loyalty to the plant as a place in which to work. Here, again, the results are intangible and not easy to trace to a particular cause. Hence it is not always easy to know what part the employee magazine has played in bringing them about.

There are several ways in which employee magazines can be used to increase loyalty to the plant. Occasional articles on the early history of the company are frequently employed. In some cases, as an exposition and not a sermon, there is set forth the story of the early days when plant and product were not securely established and when the pioneers in the organization had to struggle against odds to create a demand for the product, as well as build equipment for proper and adequate production. A recent issue of a railroad employee magazine contains an article telling of the early attempts to build a railroad locomotive and of the difficulties encountered by railroad pioneers in attempting to persuade men of those days that steam engines could be used for transportation. Pictures are a great help in such articles, especially if there are employees in the pictures who are still with the firm. But both the article and the picture fail in their purpose unless they serve to create a realization of the fact that the business is in its present state as the result of a long struggle and the devotion and even sacrifice of many men.

For the same purpose of fostering loyalty, articles on the progress of the concern and plans for the new plant developments and extensions or for the adoption of new policies are printed in the employee magazine. Managers who have taken employees into their confidence as to plans for the future have secured increased loyalty and cooperation.

The employee magazine is also used as a medium for recognizing long service with the company. This is done through veterans' organizations, such as twenty-five-year clubs, twenty-year clubs, etc. Members of these veterans'

clubs are announced in the magazine, with a photograph and a sketch of the life of each and the work which he has done. The mere fact that there are many workers who have been with the firm for a long time is an argument for the firm as a satisfactory place in which to work.

Recognizing that a man's attitude toward his work is partly determined at home, many magazines have sections devoted to the families of employees. Not only are their doings included in the personal items, but there is a page of recipes for the housekeeper and a page of bedtime stories for the children. Some employee magazines go so far as to include hints on home dressmaking in the family sections. Apart from their own value, these housekeeping pages are often the ones which help to determine whether the employee hastily glances at the magazine and throws it away or takes it home where he is more likely to read it and where his wife may read, not only the dressmaking and cooking sections, but the one on the history of the firm and its announced plan for expansion. If a man's family believes the company is a good one for which to work, that is an added factor in creating loyalty and preventing labor turnover.

Promotion of Industrial Relations Activities

A fifth use for the employee magazine is as a medium for bringing the industrial relations program before all the employees. Here, the usefulness of the magazine is tangible and easy to demonstrate. The meeting of the works council, when reported in the company paper, brings to the employee the subjects discussed in the council and the actions taken so that it is possible to develop a wide interest in the works council and the program it is carrying out. The benefits accruing to those who are already subscribers or beneficiaries of pension, stock subscription or bonus plans, when announced in the employee magazine, are effective arguments in favor of their support.

The minutes of the employee association meeting, announcements and pictures, if not biographies, of the incoming officers, with reports of the meetings and a copy of the treasurer's report, are good news items; at the same time

they give the association publicity and help it to function more widely. Not only the formal meetings of the employee associations, but also the social meetings, the musical programs and plays produced, with whatever they contribute to that elusive but valuable force called *esprit de corps*, may be made more effective by letting the employee magazine provide the publicity. The athletic department can work up interest in athletic events, both by announcements in advance and by interesting accounts of the events as they take place.

One purpose of the employee magazine is to serve as a medium for the educational work of the organization. The thrift campaign can be launched, and its progress reported, through the columns of the magazine. News items about the residences built or purchased by employees lend important and helpful propaganda for thrift. Printing a news item about the house, at times even a picture or a floor plan or interior view, is more than news—it is a way of saying to others, "This is what you, too, can accomplish if you will only learn to save." A campaign with posters and bulletin-board signs is of short duration, but the employee magazine can talk thrift directly and indirectly throughout the year.

The employee magazine is used to promote educational work by reporting the time and scope of extension classes offered, either at the factory or by outside institutions. Announcements are printed of the different courses offered, with suggestions as to those which would be most valuable for workers in different departments. Names of employees who have completed courses are printed, both as a recognition for extra work and as an example to others.

Health education is a most fruitful activity carried on with the aid of the employee magazine. The company doctor or nurse finds it a helpful medium to teach the fundamentals of hygiene and to drive the lessons home by constant repetition. Short readable articles on such common subjects as colds and how to prevent them or how to cure them, or articles on the care of the teeth, and brief articles showing how to avoid current epidemics by the use of simple precautions, are effective in spreading health education.

Safety

By no means the least important use to which employee magazines are put is that of increasing attention to safety. In fact, many magazines began as safety bulletins and have gradually developed into papers with a wider function. A safety week, with parades, speeches, and bulletin-board publicity, makes people think of safety who would otherwise not do so. The employee magazine supplements such a special drive and keeps the doctrine of safety constantly before its readers. Safety, as it applies specifically to the store or factory, is brought out in short articles which, with the help of pictures, show what dangers are most common in the plant and what precautions must be taken by those working in particularly hazardous occupations. Pictures of the right way and the wrong way of performing operations make the lesson more forcible. Cartoons on safety visualize the lesson of safety and drive it home more effectively than do the formal appeals of the foreman or safety engineer.

News items are turned to advantage in the safety campaign. One magazine printed the picture of a pair of glasses worn by a polisher, one lens of which was broken by a flying splinter. Underneath the picture was the reminder that if the operator had neglected to put on his glasses, the splinter would have entered his eye. The employee magazine can talk safety throughout the year provided it employs, not tiresome generalities, but news items about employees known at the plant and enlivens the discussion with cartoons with both a humorous appeal and a lesson, keeping in the minds of readers the importance of greater individual caution, definitely applied to the work of the particular plant with its specific hazards.

These are the aims which, in general, employee magazines seek to accomplish. Underlying these, seemingly but partly recognized as yet, is the broader function of the employee magazine, that of serving as a vital educational influence in the lives of its readers, as a stimulus for clear thinking, an avenue to the fuller understanding and enjoyment of life. The way to better days is the way of growth. In its broadest aspects, the employee magazine can serve as an agency to stimulate thought and increasingly efficient adjustment.

CHAPTER III

THE ELEMENTS OF SUCCESSFUL EMPLOYEE MAGAZINE PUBLICATION

ORGANIZATIONS which publish employee magazines do so because they believe more or less definitely that their magazines aid them in establishing better human relations among their employees and between management and workers, induce a greater feeling of pride in the work done and loyalty to the company, and, moreover, constitute a valuable medium for carrying to the employee the industrial relations and educational programs of the plant, or for supporting the campaign for safety. While many organizations believe that one or more of these results may be accomplished through the employee magazine, nevertheless a large number fail to survive longer than one or two years or are discontinued when business becomes dull. What did these literary mechanisms lack that they were unable to stand the test of time or a business depression? It is illuminating to consider briefly some of the qualities which experience has shown make for permanency and success in employee magazine publication.

A Definitely Formulated Plan

One of the most important elements of success in this, as in other fields, is a definite aim. Those who have studied the matter most are agreed that the lack of a clearly defined editorial policy explains the large number of magazines which exist for only a short period of time. *Printers' Ink* commented as follows on the fact that so large a number of these magazines were discontinued during 1920 and 1921:

> "Industrial depression has been a vital factor in rolling up this total. But the basic cause was the absence of a clearly defined editorial program. The business that lacks a consistently followed

house policy is doomed to early failure. Plant papers are in the same boat. The Council of Industrial Advancement of Philadelphia conducted an investigation some months ago for the purpose of securing detailed information concerning employees' magazines. The questionnaire employed asked, among other questions: 'What is the purpose and place of the house magazine in industry?' Not more than half of those who replied gave any expressed purpose. Many did not know why the magazine was started. . . . Less than three out of ten claimed for their publications any definite editorial policy. Of course, no publication resting on such an insecure foundation can long exist. Nor are employees' magazines exempt."

The following statement from one company executive is typical of others:

"It is a little hard for me to state definitely just why we discontinued our House Organ. . . . It was a combination of circumstances. Perhaps the chief underlying reason was the fact that we did not start right, by having a person delegated to edit this publication, and that this was that person's sole job. Secondly: We probably did not have a clear, concise editorial policy, and as a result of this, the magazine got nowhere. There was no question that there was a decided lack of reader interest. Instead of this lack of reader interest being the primary cause of discontinuing, it may have been a corollary to the lack of editorial policy."

At a recent conference of employee magazine editors in conjunction with the meeting of the American Management Association, both the papers presented and the discussions which followed emphasized the necessity of having a definite editorial policy with the management sincerely behind it. To reduce to writing the ends which it is sought to accomplish by means of an employee magazine and, in detail, the methods by which these ends are to be accomplished, while not a guarantee of success, is certainly one of the important steps in that direction. No less important is the carrying out of that aim.

The following is an exceptionally clear statement which one firm has prepared of its aim in publishing its employee magazine and of the means whereby it proposes to accomplish that aim:

"Purposes and Functions of the Employee Magazine of the ——— Company. Primary Purpose: Increased production of a better quality at a lower cost through the *stimulation of the human element in industry.*

This can best be done by increasing individual efficiency and decreasing labor turnover in the following manner:

I. Creating Good Will:
   a. Fellowship between workers
      1. News of athletic events.
      2. News of picnics and social affairs.
      3. Employees' list introducing new workers.
      4. Photos of "the other fellow on the job."
      5. Personality stories.
      6. Department news.
      7. Cartoons.
   b. Understanding of the Management
      1. Pictures, news and cartoons of executives.
      2. Articles signed by department heads.

II. Pride in Job:
   a. Best shop in city
      1. Pictures of men at their work.
      2. Interest possible future employees.
      3. Plant library, restaurant, band, orchestra, etc.
      4. List of promotions.
   b. Continuous service recognition
      1. List of service pin awards.
      2. Pictures and stories of twenty-year men.
      3. Stories of benefits accruing from steady work.
   c. Suggestion awards.
   d. Production records.
   e. Reputation of company products.
   f. History of the company and its employees.
      1. Show unity of company and employees' interests.
      2. Show new developments being made

III. Mental Improvement:
   a. Thrift.
   b. Ambition inspiration. Inspirational articles on the growth of men in business.
   c. Economic principles.
      1. Short articles on economics.
      2. Articles by executives on business conditions.
   d. Americanization, particularly applying to citizenship.
   e. Industrial and job education.
      1. Specialized articles usually written by department heads.
      2. Understanding of the other fellow's job.
      3. Better knowledge of importance of his own job.
   f. Articles on making of the firm's product.

IV. Home Stimulation:
   a. Baby pictures of employees' children—attractive page of baby pictures now and then.

b. Birth record.
c. Illness of employees and their families.
d. Home affairs of employees, vacations, new houses, new cars, etc.
e. Vacation list.
f. Want ads free to employees.

V. Reduction of Accidents:
a. Specialized safety page frequently highly localized.
b. Turn accidents into news.
1. Use victim's name.
2. Impress the cause for the accident.
3. Impress the suffering involved.
4. Impress the loss of time, pay and worry caused.
5. Show ways and means of accident prevention.
c. Have employees act for safety pictures.
1. Interests actor.
2. Interests fellow worker.
d. Health articles by plant doctor or other reliable source."

To this statement of the purpose and function of its employee magazine the same firm adds the following credo:

"We believe:

"1. That an employee magazine serves the same purpose within a plant that advertising and salesmanship serve in getting the product sold. For that reason it is worthy of the same intelligent research, careful planning and good presentation; without them it is a predestined failure. With this intelligent cooperation on the part of the management it will yield just as definite returns as good advertising of the company product.

"2. The employee is primarily interested in himself and what is being done for him. He is pleased to see his name in print, enthusiastic when he sees his name and picture, for pictures are understood in any language.

"3. Men dislike to be preached at. Discourage executives, as tactfully as possible, who have this tendency. Men will not read those little sugar-coated pills of wisdom called editorials. Get the wallop across in a new story when possible. This requires tact and judgment but it will get read when the sugar-coated pill will not be swallowed.

"4. If you don't do anything else, please don't forget the you attitude. You are a goner if you do. The men are concerned with their own interests first and their employer's only as it affects them. Make these interests mutual, interlock them, have the paper a medium of exchange between plant and management that existed in the old individual enterprise and partnership by mutual contact and should exist in the larger corporation through the plant paper. This means more and better work, cooperation and loyalty, and reduction of turnover. It is being done by some plant papers, it can be done by more and it must be done by all if they would continue their existence."

Another company has a somewhat more limited but a very definite aim. In the words of the President of this company, "The ——— will be issued from time to time to give the employees information which they, as workers and stockholders, should have regarding their company and its work." This publication does not aim to deal with matters of personal information regarding the employees and their doings but rather to deal purely with matters of policy. The scope of this magazine is more limited than that of many, but it has the very great advantage of having a clearly defined goal in view. To quote from a letter received from the company:

> "Every worker is interested in his wages and in the continuity of his job. The purpose of the ——— is to give the employees of the corporation information which will let them know of the progress which the company is making. Informing the men as to what is going on in the business enables them to do their work more effectively. It shows them what may be expected as to the continuity of employment. It shows them where wages come from and how they are paid. It shows them how they can cooperate towards the reduction of waste and manufacturing malpractices which tend to reduce the quality and increase cost and thereby reduce the sale of products.
>
> "One criticism of the modern industrial system is that it reduces the personality of each man in his work in that it does not allow him to produce by himself any object in which he can take pride in production. One purpose of the employee magazine is to point out to the men the accomplishments of the several parts of the company so that all employees may have a proper pride in what they, together, are doing. . . . The wide variance of views as to what an employee magazine is or should do is caused by the wide variance of needs in various organizations. The ——— was designed to fill a definite need in this company."

An article on "The Employees' Magazine—Its Duties and Opportunities," issued by the Plant Publications Section of the National Safety Council, lists seven aims, one or perhaps all of which may be included in an editorial policy:

(1) To promote the safety and health of the employees.
(2) To make them better acquainted with each other and with the company's work.
(3) To develop *esprit de corps* and loyalty within the organization.
(4) To explain the policies of the company.

(5) To encourage thrift, systematic saving and insurance.
(6) To encourage pride in work.
(7) To increase production.

With a definite course charted before the magazine is launched, the chances for success are greatly improved.

The Editor

A successful employee magazine requires an editor with human understanding and sympathy and one who is able to secure the support of his superiors and the confidence of the employees of the plant. He should know the men and women well enough to have them feel free to tell him how they regard the problems that arise in the internal life of the organization in order that he may better understand the problems of his readers and be able to judge of those things which will interest them most. Another necessary qualification is that of being able to secure cooperation from others. If he can induce the employees generally to contribute to the paper he can learn much from their contributions as to where their interests lie. At the same time, by wise suggestion and choice, it is possible to develop contributions which are worthy magazine material. The result is increased interest since the magazine becomes an undertaking *of* as well as *for* the employee.

In addition to these personal characteristics, there are technical qualifications which are important. It makes a great deal of difference whether or not the editor knows how to prepare material for the printer so as to avoid expensive corrections, how to plan the lay-out of the paper so as to secure the maximum effectiveness within a reasonable cost, how best to use different kinds of type and illustrations and, above all, how to recognize news and write it up so that others will find it interesting.

It is the common practice to give the editor other duties than that of preparing the magazine. Probably in a majority of cases the editing of the employee magazine is a secondary duty. Where there is an inadequate provision of time for the proper preparation and supervision of the publication, the magazine is bound to fall correspondingly

short of its best achievement. Some concerns have sought help in their problems of publication through the use of the house organ departments of printing concerns or by sending their manuscript to a consulting publisher for advice and direction. In respect to certain technical problems of typography or format this often proves helpful.

Support of Management

An employee magazine, to increase morale and loyalty to the organization and pride in work, requires the full support of management in the undertaking.

One editor writes:

> "I feel that some business men make the mistake of establishing an employees' magazine, and then simply sitting by and expecting it to create good-will between the management and the employees, to generate a cooperative spirit, to put into execution the Golden Rule. As I see it, you first have to get the management to adopt these principles, have the Golden Rule in operation, have the cooperation of the employees, see that there is a pleasant relationship between the foremen, the superintendent and his men, and then advertise it, talk about it in the employees' magazine. In other words, if the right principles and practices prevail in the management's attitude toward and dealings with the employees, an employees' magazine will be a success, if properly handled."

From another company comes this statement:

> "Merely saying a thing is pretty doesn't make it so and an editor cannot hope to be successful without the right sort of management behind him."

The magazine editor of a large corporation says:

> "Speaking by and large, I should say that in our judgment a plant paper which preached good feeling and cooperation and loyalty would be of little value unless the management of the company (and I mean by management all the men in a supervisory capacity down to the last foreman) are trying to deal honestly and fairly with their men. I think that any big industrial organization, even with the best intentions in the world, would have difficulty in keeping its people convinced of its fairness toward them unless there was a plant paper in a position to keep the story of good relations readably, clearly, sympathetically and without preaching before the men."

CHAPTER IV

AN ANALYSIS OF EMPLOYEE MAGAZINES

IN considering the physical make-up and contents of employee magazines, an analysis has been made of 490 publications. These constitute 91% of the 539 in the list of employee magazines presented in the appendix. They include the publications of manufacturing establishments, banks, railroads, telephone, gas, electric and trolley companies, hotels, life insurance companies and those of a wide variety of miscellaneous enterprises. Included are periodicals of every size, from one-page mimeographed sheets to 120-page magazines, published by companies in every section of the United States. It is felt, therefore, that they are representative of employee magazines in the United States.

Industrial Classification

Employee magazines are published by organizations in many fields of business activity. Of the 490 magazines analyzed:

252 are published by manufacturers
85 are published by commercial concerns, of which 39 are department or chain stores
36 are published by railroads
90 are published by public utility companies, including gas, electric, telephone and interurban companies
22 are published by financial concerns, of which 17 are banks
5 are published by mining concerns

The 252 manufacturing firms include manufacturers of such various articles as iron and steel products, machinery, dairy and food products, textiles, automobiles, carpets, dishes, lumber products, hats, pickles, collars, photographic supplies, paper and rubber goods. Classed under the general

head of commercial are such varied industries as a chain of hair-dressing establishments, experts in the treatment of trees, hotels, a steam laundry and a taxi-cab service.

Employee Magazine Titles

A study of the titles of the publications listed in the appendix indicates that they are determined by several basic considerations. Those most frequently met with are originated in one of the following methods:

1. By combining the initials of the company's name or by using parts of the words forming the name. *Bilchaco News* of the Billings-Chapin Company, *ForWard* of Montgomery Ward and Company, *Nylic News* of the New York Life Insurance Company, *Hail Columbia* of the Columbia Gas and Electric Company, *Y and E News* of the Yawman and Erbe Manufacturing Company, and *The Ohio Bell* of the Ohio Bell Telephone Company, are but a few of many such magazine titles.

2. By using a well-known advertising slogan of the company. *The 57 News* of the Heinz Company and *The Arrow* of Cluett, Peabody and Company illustrate this type of name.

3. By using a name suggestive of some important element of the firm's manufacture or service. Such titles are used frequently by public service companies where the words *current*, *live wire*, *synchronizer*, *service* and *contact* lend themselves to use as titles. There are many examples of this type of magazine name, as, for example, *Long Lines* of the American Telephone and Telegraph Company, *Counter Currents*, published by L. Bamberger and Company, *The Reflector* of the Bausch and Lomb Optical Company, *The Milky Way* of the Borden Farm Products Company, *Home Spun Yarns* of the McLaughlin Textile Corporation, *The Hardwood Bark* of the Ritter Lumber Company, *The Hat Box* of the Stetson Company and *Tick Talk* of the Western Clock Company.

4. By emphasizing the spirit of unity which the publication seeks to develop. Among such titles are *The Edison Round Table*, published by the Commonwealth Edison Company, *The Fellow Worker* of Jordan Marsh, *Cooperation*, the magazine of the Kimberly Clark Company, *The Norton Spirit*

of the Norton Company and *Inside the Circle* of the Trumbull Electric Manufacturing Company.

5. By using after the company name some such word as *News*, *Bulletin*, *Review*, *Magazine*, and *Life*. Such titles, while making no pretentions to originality, are substantial. They include among their number many of the railroad employee magazines, in addition to such others as the *Armour Magazine*, the *Bethlehem Review*, *Ford News* and the *Telephone Review* of the New York Telephone Company.

When starting a new employee magazine, some companies elect to leave their publication unnamed for a few issues, meanwhile calling for suggestions from the whole organization or offering a prize for the name finally selected. The interest of the personnel seems thus to be awakened, and frequently excellent ideas are developed.

Frequency of Publication

The majority of employee magazines are published once a month. In the following table, periodicals appearing every two weeks and those appearing semi-monthly are included under the same classification. Of the 490 magazines included in this analysis:

7	are published quarterly
1	is published five times a year
14	are published once in two months
1	is published every five weeks
402	are published monthly
36	are published twice a month or every two weeks
21	are published weekly
8	are published irregularly

There are two general types of personnel publication, the magazine and the newspaper type. For the most part those which appear more frequently than once a month lean toward the newspaper type of make-up. They generally contain from 4 to 16 pages, use larger page sizes, sometimes unglazed paper, and place a greater emphasis on news. Some larger organizations print a monthly magazine and supplement this by a newspaper issued more frequently which is concerned

with items of current interest. One company prints three semi-monthly departmental newspapers.

Size of Magazine

In estimating the amount of reading matter contained in different employee publications, it is necessary to consider two factors, the number of pages and the size of each. The following tables have been prepared with the purpose of presenting an analysis taking account of both factors. In order to show the amount of reading matter supplied during the year by employee magazines there has been given in the appendix, after the name and address of the company and the title of the magazine, first the page dimensions in inches, then the frequency of publication, i. e., whether quarterly, bi-monthly, monthly, semi-monthly, bi-weekly, weekly, or irregularly, and finally the approximate number of pages in an issue. This latter item varies of course with different issues of the same magazine, but the figure given is as nearly representative as possible. The page dimensions are given to the nearest eighth of an inch as a matter of simplification.

The average number of pages in each issue of the 490 magazines analyzed was 21. This rather high average is accounted for by the fact that a few magazines contain well over a hundred pages. The page numbers are, of course, concentrated on the multiples of 4, since printing, paper-cutting and binding are done most easily and economically in that way. Disregarding others for the moment, the following table presents the number of magazines having 4, 8, 12, 16, 20, 32, 40 and 48 pages.

60	contain	approximately	4	pages	an	issue
69	"	"	8	"	"	"
47	"	"	12	"	"	"
89	"	"	16	"	"	"
31	"	"	20	"	"	"
46	"	"	24	"	"	"
33	"	"	32	"	"	"
17	"	"	40	"	"	"
15	"	"	48	"	"	"
7	"	"	64	"	"	"

Fifty-seven per cent of the magazines studied contain approximately less than 20 pages an issue, as is shown by the table following:

Number of pages	*Number of magazines*
From 1 to 9 inclusive	138
10 to 19 "	140
20 to 29 "	99
30 to 39 "	45
40 to 49 "	43
50 to 59 "	8
60 to 69 "	10
70 to 79 "	1
80 to 89 "	0
90 to 99 "	1
100 and over	5

Of the five magazines containing over one hundred pages, one contains approximately 100, one 114, one 116, one 124 and one 128 pages.

A study of the page dimensions of employee magazines given in the appendix reveals the fact that these magazines are printed in a multitude of sizes all the way from 22⅞ by 17⅞ inches to 5½ by 4¼ inches, with a bewildering number of fractional combinations between. Page sizes cut accurately to one-sixteenth of an inch are a standard which is perfectly possible of attainment. For the purposes of simplification and grouping, however, the following tables consider page dimensions with fractions of over one-half as belonging to the next higher unit and drops fractions of less than one-half.

Thirty-eight of these magazines have pages 13 to 23 inches long and from 9 to 18 inches wide as follows:

Page dimensions in inches to nearest unit	*Number of magazines*
23 by 18	1
20 by 14	1
18 by 12 and 13	2
From 17 to 17½ by 12 and 12½	3
16 to 16½ by 10 and 11	3
15 to 15½ by 10, 10½ and 11	10
14 by 10, 10½ and 11	10
14 by 8	1
13 to 13½ by 9 and 9½	7

The great bulk of the page sizes, however, are from 9 to 12 inches long and from 4 to 10 inches wide. Twelve by 9 inches, 11 by 8 or 8½ inches, 10 by 7 inches and 9 by 6 inches are the sizes most frequently met, as is shown by the following table:

Page dimensions in inches to nearest unit	*Number of magazines*
From 12 to 12½ by 9 or 9½	68
12 by 8 or 8½	6
12 by 7	1
11 to 11½ by 8 or 8½	106
11 to 11½ by 9	11
11 by 7 or 7½	8
10 to 10½ by 7 or 7½	63
10 to 10½ by 8	25
10 by 6 or 6½	6
9 to 9½ by 6	114
9 to 9½ by 7 or 7½	9
9 by 4	1
9 by 5½	1
8 by 7	1
8 to 8½ by 6	5
8 to 8½ by 5 or 5½	13
7 by 5 or 5½	6
7 by 4	3
6 to 6½ by 5	2
6 by 4½	1
6½ by 3½	1
5½ by 4	1

Illustrations

The employee magazines studied contained an average of 24 illustrations an issue. As in the case of the number of pages per issue, however, this high average is accounted for partly by the fact that 13 magazines carry over 100 illustrations an issue, one magazine having as many as 272 in one copy, not a special issue. On the other hand, 63% of the magazines studied had less than 20 illustrations in each copy and of these 33% had less than 10. As in the case of the number of pages, different issues of the same magazine vary, but in this case, also, every effort was made to obtain a representative figure.

Number of illustrations per issue	*Number of magazines*
From 0 to 9 inclusive	166—33% of total
10 to 19 "	140—29% of total
20 to 29 "	63
30 to 39 "	25
40 to 49 "	28
50 to 59 "	22
60 to 69 "	12
70 to 79 "	12
80 to 89 "	2
90 to 99 "	3
100 to 109 "	2
110 to 119 "	1
120 to 129 "	3
130 to 139 "	3
140 to 149 "	2
180 to 189 "	2
190 to 199 "	1
272	1

Of the 12 magazines containing from 120 to 272 illustrations an issue, one is published by a manufacturing company, five by telephone companies and six by railroad companies.

The illustrations include, for the most part, photographs of employees, singly or in groups. Group pictures of employees include pictures of athletic or social events, groups of men who have been with the organization for ten, fifteen, or twenty-five years; often kodak pictures of two or three employees off duty, or vacation pictures of different members of the force are given. Individual pictures are used on a variety of occasions, such as when making an announcement of the winner of a suggestion award, or of employees elected as officers of plant organizations. Some of the employee magazines print articles on the work of different members of the organization and accompany such a sketch by a photograph. Other pictures used include such subjects as children of employees, pictures of homes purchased by employees and photographs and cartoons illustrating the work of the safety department.

Cost of Publication

Complete data on the costs or financing of the magazines included in the study were not secured. One informant of the Board writes: "The cost of these publications varies

anywhere from eight cents to $1.80 per employee per year. There are organs more expensive than this, but a good average figure is about $1.00 to $1.25 per employee per year. This amount is small compared with $9 per employee per year for Group Insurance, about $6 per employee for accident compensation, possibly $2 a year for educational work or other similar values." Another employee magazine editor writes: "I believe that $1.25 for a year's subscription is not enough to cover the average of those which come to my desk. Would be surprised if the amount was not up to $2." The editor of an employee magazine having a circulation of approximately 60,000 and containing 32 pages per issue, with a large number of illustrations, writes that the publication costs on the average less than 10 cents per copy per month.

In 1921 the Collins Industrial Council of Philadelphia conducted a study of employee magazines. The following table from their study gives the median cost per worker per year on the basis of returns from 334 magazines. The figures do not include the salary of the editor:

Circulation	*Cost*
1,000	$3.00
2,000	2.50
3,000	2.00
4,000	2.50
5,000	2.50
6,000	1.00
Over 6,000	2.00

An authority on employee magazines says of magazine costs: "Prices vary in different parts of the country, and at different times, according to the cost of time and materials. . . . But the cost usually is not more than $3 a piece. It may under favorable circumstances be as low as 50 cents. . . . In a 24-page paper the cost of photographs" (on the basis of one to a page) "may be about $50 an issue. . . . The cuts used for a 24-page small magazine ought to average between $50 and $100 an issue, to get all the pictures that are advisable. Printing should be done by contract. The cost for a 16-page small size magazine ought not to be more than $100 for the first thousand copies, with not much more added for each subsequent thousand. On the basis of $100 for 16 pages, 24 pages ought to cost

about $150 when done on a flat job press. Thirty-two pages should not cost much more than that."

The editor of the *Schenectady Works News* of the General Electric Company, in a paper on "Costs of Employee Magazines," said: "According to figures compiled from nearly one hundred replies the average cost per unit per circulation per year was $1.87 per employee. Some other compilations show that the average cost is around $1 per employee per year."

Funding the Publication

Practically all of the employee magazines are paid for by the firm and are distributed without charge to the employees. There are, however, a few exceptions. One magazine is published by the members of the Cooperative Association of the employees of a department store. A charge of two cents per copy is made for each paper sold. The money thus received does not pay for the paper. The store itself runs an advertisement in the paper and there are also a few outside advertisements. The paper is sold in the store and purchases average 1300 out of 3000 employees.

Another department store makes a charge of three cents a copy for its employee magazine. In this case the magazine is published by the firm and not by an association of employees. It is estimated that the magazine is purchased by 4000 of the 6000 to 7000 employees. The three cents charged for the magazine does not meet the cost of publishing it and the balance is paid by the company.

A third employee magazine paid for in part by employees is published by a public utility company. In this case membership in the company's cooperative association entitles one to receive the magazine, although the membership dues do not cover the expenses of the publication of the paper.

A fourth magazine to be sold rather than distributed free of charge is published also by a department store association of employees. The editor writes:

> "The ——— is one of the very few store publications that are sold to its members. Ninety-five per cent of our membership subscribes for it at ten cents a copy, the deficit being paid out of the funds of the association, which is now considering using advertisements that would be of benefit to our membership to partially make up the shortage."

Another example of this practice is the publication of a weighing and inspection bureau having 1700 employees. A charge of $1.00 a year is made for the twelve issues of the magazine, subscription to which is voluntary. The magazine makes no profit and is paid for by subscriptions and advertising.

Two other department stores complete the list of organizations where the employee magazine is sold.

Advertising

Only 56 of these magazines use any advertising other than that of the company's product. Of these 56, only 29 use advertisements from outside firms, while 27 insert, free of charge, advertisements for employees. One such magazine states, at the head of its advertising section:

> "In this department, the ——— will carry classified advertisements which will be inserted free for employees. If you have anything for sale or want something, if you have lost something or found something, send your ad to the editor and it will be published in the Employee Opportunity column. There is no charge for this service, which is rendered to employees only."

Of the 29 publications which carry advertising for outside concerns, two are published by electric railways and 16 by steam railroads. The amount of advertising varies, although some of the large railroad publications carry as many as 250 advertisements in one issue. One of the editors of a railroad magazine says this:

> "Advertising is a good thing for a plant publication. It may pay only a small fraction of the publication costs, but it makes it look like a real magazine. We do not guarantee our advertising but we believe that each advertisement means exactly what it says or we would not publish it. . . . There are certain forms of advertising which we do not accept, such as patent and proprietary medicines, questionable financial schemes, such as oil stocks, etc. . . . It pays to investigate. . . . A number of railroad magazines carry advertisements of railway supply houses. But the purchase of such supplies is controlled by railroad officers, who are outnumbered many times by the rank and file. Therefore we do not solicit, nor will we accept railway supply advertising, if only because we do not believe it is of interest to the bulk of our readers."

On the other hand, only 11 magazines outside of the 18 published by the steam and electric railroads, carry any advertising, and, of these, two limit their advertising to banks so that their advertising may be considered a form of thrift encouragement.

Employee Participation

Thirty-five per cent of the magazines studied carried in their statement of ownership, generally at the head of their editorial page, the statement that their magazines are published "by the employees" or "by and for the employees." Participation, however, seems to be a matter of taking a more or less active interest in contributing news items and articles rather than in bearing the responsibility for the planning of the magazine. With the name of the editor there is often printed the names of associate editors chosen from the force and the names of department editors. This device affords a more tangible form of employee cooperation.

Twenty-eight employee magazines are published by employee associations. In some instances this association is the works council, in some the benefit association. In other cases it is referred to simply as the Employees' Club. The editor is generally chosen for a limited term of office. Other publications have editors chosen by management and assisted by employee organizations.

Four papers make the statement that their material is uninfluenced by the company. The employee magazine prepared by a department store employee association carries this statement:

> "The management does not see the publication until it comes off the press and assumes no responsibility for articles printed in it."

In the case of another department store, where the employees' association issues the plant magazine, the editor writes:

> "The ——— is absolutely uninfluenced by the company in any way, shape, or manner. The members of the Board of Managers never see the ——— until issued, and never see or know of any of its articles or editorials until published."

Cases of as much independence as this are, however, rare.

Personal Items

How much of the average employee publication is devoted to purely personal items? The answer must necessarily be somewhat of an estimate, since many magazines alternate personal news with general humor and plant news which are not personal, particularly when the news items are published by departments or by localities in firms which have several branches. While an estimate of this character is to be used with caution, it nevertheless has a certain interest. The percentage of space devoted to personal items in the magazines analyzed indicates that an average of 25% of the space of these magazines is concerned with the personal news of the employees at home and at work. As far as possible accounts of athletic events were excluded from this estimate.

Many employee magazines are presenting personal items which adopt a humorous treatment of personal affairs. Such items, while they may be of general interest, are of such a nature as to require a careful discrimination since cheapness and even embarrassment not infrequently result. It is difficult to apply humor to personalities without encountering this danger of offense.

Contents

The contents of the employee magazines studied, aside from the personal items, may be summarized under four chief headings: Editorials, articles on plant processes, inspirational articles generally used as fillers, and humor.

The editorials in the current copies of the magazines studied were short and upon subjects of common interest. A large number of the editorials were upon such general subjects as loyalty, thrift, Thanksgiving, prevention of waste, tardiness, thinking to the point, fire prevention, "the other fellow's job," and putting things off. A majority of the magazines, as election time drew near, had an editorial on voting as the duty of a citizen, although in only one or two instances was there any argument for or against any of the political parties or candidates. Other editorials dealt with some specific subject of interest at the plant. Thus, the pension plan in effect and the benefits from it, the hospital facilities

and clinic provided by the company, the benefits of the work of the Garden Club, an appeal for patronage of the cafeteria, a frank talk on business conditions, the stock purchase plan of the company, the coming election of officers of the employees' association, were all editorial subjects which would seem to be of much interest to the readers of the magazines. Controversial subjects, such as open or closed shop, were not discussed in editorials, probably because of the feeling that such discussion would accomplish little and might impede the development of morale and a spirit of cooperation.

In other magazines there were no editorials, but the message or appeal was brought to the employees by way of interesting articles or news items. Thus, an account of an employee in the plant who neglected to take proper care of an injury and who had to have his finger amputated was regarded as more effective than an editorial asking employees to be careful. Editorials on thrift were supplemented by accounts and photographs of homes which employees had purchased with their savings. One magazine conducted a department suggesting plans for homes. Another magazine printed a series of articles on officials of the organization entitled, "They Worked Their Way Up," which, although it made no direct appeal for employees to remain with the company, was, nevertheless, an effective argument. Railroad and trolley company employee magazines print letters received from patrons praising the service or courtesy rendered by some employee as an incentive for such service.

Articles describing processes and activities in different departments designed to acquaint employees with the work of the organization as a whole and to increase pride in the work and loyalty to the firm, seemed to be exceptionally well done. They were not used in every issue, but only occasionally. They were written by someone within the plant who was familiar with the subject described, were quite fully illustrated, and were, on the whole, in non-technical terms. The employee magazine of a firm manufacturing machinery printed an article, under the heading of "Interesting Orders Passing Through the Works," on an electric annealing furnace and mould drying oven which the firm was manufacturing. A lumber company, through its employee

magazine, gave a description of logging operations in Brazil forests. A firm manufacturing cotton machinery ran a series of articles in its employee magazine on the "Romance of Cotton Machinery." A manufacturing firm printed a lively account of the work of their salesmen in West Africa and Brazil, including experiences with a revolution, a yellow fever quarantine, a jungle and a man-eating shark. "They Turn Liquid Into Stone," was the title of an article in the employee magazine of a paper manufacturing firm describing the work of one of the departments. A series of articles on the making of a piece of china is being used by the newspaper of a firm which manufactures china. Process articles are often presented as accounts of the work done by different employees. "Links in the Chain of Service," one employee magazine calls them.

The general inspirational articles, as a whole, seemed to have been used to fill in space and frequently bore evidence of having been clipped from other magazines or of having been circularized among a large number of them. All too often they were repetitions of generalities from orators and writers on subjects of somewhat doubtful application. These were supplemented by philosophy of the inspirational type, for the most part concerned with an effort to create an atmosphere of joyful contentment. The purpose behind such articles, while sometimes indicating a carefully developed program, often appeared to result from the necessity of filling space and so the development of any serious interest on the part of the employee thereby may be open to question.

Plant publication humor may be judged as to its value in the appeal it makes to its readers. If the appeal of the magazine is to depend upon the mediocre joke for its major interest, the employee who will bring the highest productivity and efficiency to an organization is not likely to be reached or influenced by such an appeal.

An employee magazine need not be technical nor heavy in its material. Many of the better magazines prove that these publications can supply news items of real value and factual material which is a stimulus to serious thinking, and which, in the long run, benefits both employer and employee.

CHAPTER V

EXPERIENCE WITH EMPLOYEE MAGAZINES

IN THE course of its study of employee magazines the National Industrial Conference Board has received a large number of frank and valuable replies to letters of inquiry as to what different firms have been able to accomplish through their magazines, and as to the methods and materials used to accomplish these results. The following extracts from letters of editors and company officials are typical of the large amount of information received, and it is believed that they reflect the best thought on the subject.

The Value of Employee Magazines

In order to arrive at a broad estimate of industry's belief as to the value of employee magazines, it was felt that both the experience of companies which once published these magazines but have discontinued them and the reasons given by companies which have not felt it wise to start them should be considered, as well as the experience of those companies still actively publishing them. These three sources have, therefore, been drawn upon in the following quotations.

Replies from executives of firms publishing employee magazines and from editors indicate satisfaction with the results obtained and a belief that the money invested in this form of activity is well spent.

The Director of Personnel of a concern which hires a full-time editor for its magazine has this to say of its cost:

> "The actual saving from education and from safety work if properly conducted is no small item. The cost of publishing a plant paper when compared with the total cost of production will show that the plant paper needs to increase production or lower cost only a fraction of one per cent in order to pay for itself."

The following extract is from the publicity manager of a company whose magazine which has been published continuously for over eleven years:

> "We sometimes think that employers expect too much of a shop publication. If the matter is considered from the cost point of view it is but reasonable to suppose that with activities such as we have in this plant, more can be done with the shop newspaper than one individual can do working for the same end, and as you doubtless know the cost of publishing the newspaper is just about the same as the salary of one good man would be or two mediocre men. . . . The question is, can one man create as much interest throughout the shop as a shop newspaper?"

An editor gives the following as his experience:

> "Inasmuch as we have continued to publish our magazine without interruption for the past twelve years it is very evident that we feel that the expense in publishing it has been entirely justified. As a matter of fact, we have recently taken steps to improve the magazine which will mean added expense."

The plant publication editor in a company which employs approximately 35,000 writes:

> "I do believe that employees' magazines more than justify the expenditure for them. After several years' experience in editing one I am convinced that they are a positive force in building morale, and concrete evidence of their effect is seen in the growth of a cooperative spirit throughout the company, in contact with employees and in hundreds of instances that arise from time to time that bear testimony to their influence."

The development of a better morale and an increased spirit of loyalty throughout the organization are among the results which officials frequently feel the employee magazine has helped to bring about. From a manufacturing establishment comes the following statement:

> ". . . The Magazine has proved very acceptable to our employees and we are all looking for it on the day of issue. It has proved itself a splendid means for uniting the activities of the various departments and we would think a long time before discontinuing it."

The editor of a magazine which has been published continuously for five years writes:

"Our organization seems to be thoroughly 'sold' on our magazine. . . . Of all our personnel work, the employee magazine seems to have the most general support and approval.

"As to concrete evidences of the fact that an employee magazine is a positive force in building morale, it is almost impossible to point to any particular accomplishment and truthfully say, 'The magazine did that.' But we have a splendid spirit of cooperation in our plants, and even though our people are scattered in six different states, they have the 'family' spirit. Naturally our magazine gets credit for part of that accomplishment."

The following is an extract from a letter written by the editor of the magazine published by a concern manufacturing automobile accessories:

"It is always a little difficult to set down concrete evidence as to the value of a medium which deals in such intangibles as morale and plant spirit. But I think our factory organization is generally satisfied that the employee magazine is a factor toward understanding and friendly relations between management and men. This would indicate that the management is convinced that there is a value in a plant publication, that it is not merely a nice thing to do when a company is making lots of money, but it is an essential part of its industrial relations program."

Better morale through a better understanding between management and employees is the result which one editor believes may be brought about:

"A big organization in the minds of its employees is either a soulless, efficient, impersonal machine or human, sincere and vital. The distribution of the right sort of employees' magazine will do more to give employees the proper slant on their company and on their particular job than anything else I know of."

The editor quoted below believes that the employee magazine can be effective in increasing morale:

"The extent to which the employee magazine assists in building up the morale and increases the spirit of cooperation is determined largely by the kind of material published. The magazine alone can do nothing toward reaching the desired end, but it is an effective tool for that purpose, if properly used. It cannot, however, be measured in dollars and cents."

The company official quoted below believes that the employee magazine is one of the greatest of the elements that can be used toward creating a cooperative spirit:

"I thoroughly believe that the plant publication, when handled by an editor who knows his job, who can place himself in the employees' shoes—or in those of the employer if need be—is one of the greatest, if not the greatest, of any elements that could possibly be used to create a family spirit among its people. We believe that our plant publication has done much toward this end and that there is still a great work to be done."

That the employee magazine has also a more concrete function than building up company morale and strengthening the spirit of cooperation is evident from many of the letters received. This second function is educational in the broadest sense of the term. The columns of the employee magazine may effectively be used to educate its readers for safety, for thrift, for a clearer understanding of company processes and of general industrial conditions as they affect the business, for a wider use of such educational opportunities as the company library and its training and extension courses, in general, for stimulating more thought and wider knowledge concerning the problems and opportunities of a modern industrial unit.

The Director of the Industrial Relations Section of an automobile manufacturing corporation writes:

"I feel that the House Organ has a much greater field than the building up of morale, as we use it to convey messages to employees, as an institutional advertising medium and to emphasize accident prevention work. In these fields its function is educational and has a direct value."

The Employment Manager of a printing and binding company says:

"It is hard to say just what we accomplish through our magazine but among the principal advantages we see is that of education: education in various things, such as safety, publicity for the various employee activities, insurance and employees' bank."

The following is an extract from a letter from a company manufacturing electric lamps:

". . . Our magazine is strictly a plant magazine, published for the employees for the purpose of keeping them in touch with the policy of the company as well as general information throughout the plant. . . . We feel that it is instrumental in keeping the employees interested in the social activities, employees' association and all

that pertains to the welfare of the employees as well as being a means employed by the management in getting across the policy of the company to the employees."

The publicity manager of an abrasive products manufacturing company writes as follows of the effectiveness of the plant paper in furthering various company activities:

"We do know that the shop newspaper has been a big help to us in creating interest in certain activities. We are located three miles from the center of our city and it is necessary that we keep our employees interested in their work, in their neighbors, and in the plant itself. We have fostered athletics, such as baseball, volley ball, tennis, soccer, football, boat racing, etc. . . . We have made it possible for employees to have gardens . . . out of which activities grew the Agricultural Society . . . we have a mutual benefit association and various other activities, all of which are helped along through the medium of this shop paper. We have had ample evidence that the paper is beneficial in this connection."

A textile company has the following to say of the employee magazine as a channel of announcement from management to employees:

"It is absolutely essential that we have some means of communication between the management and its employees, and in our organization, in common with many others, this cannot in all cases be safely left to group leaders. The average foreman or overseer has sufficient problems in getting out his production and although we must rely on him for maintaining the proper relations within his department he is hardly the person to spread the general policies.

"We feel that our labor policy is sound and square and that certain features of our insurance plan and other factors will make for reduction of labor turnover and for steady employment if they can only be properly and thoroughly explained. Furthermore, to the people in our mills, the main office, the executives, the president, are thousands of miles removed in interest and totally different in personality. It is the job of the employees magazine to make them human and the part they play in the organization understood. In other words, the employee magazine is the best means of correcting the 'soulless corporation' idea."

The educational value of an employee magazine is emphasized in the following selections from a letter from a manufacturing firm:

". . . The House Organ is not a panacea, it is a lever to enable management to do more effective work. . . . Any concern that

hires without discrimination, compensates ability unfairly, has no well-defined lines of promotion and salary increase and regards labor solely in the light of a commodity, would better be without a plant magazine. There will be nothing of interest in it for the employees.

"The concern that has more advanced personnel procedure will find the paper an invaluable aid in explaining the wages and the steadiness of employment, the improvement of working conditions, the social and moral environment, the worthwhileness of the company's product, suggestion awards, length of service, bonuses and premiums, mill council news, athletic competition and safety work. In addition to this, the plant paper offers the men opportunity for self-expression outside of their actual work."

Experience of Companies Which Have Discontinued Their Magazines

Lack of employee interest is the reason given by a manufacturing executive for the discontinuance of the company magazine.

"——— is no longer published. December, 1921, was our last issue. It was issued in the interests of our employees for their welfare, etc., and was discontinued because of lack of interest on their part."

Insufficient results to justify the labor and expense of an employee magazine is a reason often given for discontinuance. One company states in this connection:

"We have had at some of our plants no less than three plant publications of different kinds. The life of each paper varied somewhat but each was of sufficient duration to fairly indicate its worth to us. All have now been discontinued, as we did not feel that necessary results were being accomplished."

The following reason is given by a manufacturer for discontinuing the magazine:

"The employees' house organ was published during the war and immediately thereafter when labor was difficult to procure and when we required more than the normal supply of men. As you know, the situation eventually corrected itself and with its passing the principal need of an employees' house organ passed as far as we were concerned."

In a very large percentage of the cases, however, the necessity for economy during a season of depressed business conditions is given as the reason for discontinuance of the magazine.

"The company has not published plant magazines since 1920. During the severe business depression of 1921 we were forced to discontinue publication, and while we believe they are a good thing, business has not improved to the extent that we find it advisable to resume publication."

A corporation which manufactures underwear discontinued its employee magazine in December, 1921, and gave the following explanations in the final issue:

"The public (you and I and all the rest of us) rightfully are demanding lower prices for the necessities of life and of course underwear is a necessity. In order to do our part toward lowering prices, we are compelled to economize by eliminating all activities which do not directly concern the manufacture of underwear."

The Sales Manager of a clothing manufacturing concern suggests that the underlying reason was the absence of a definite editorial policy.

The Vice-President of a Western Company manufacturing farm supplies gives the following reason for the discontinuance of the company's employee publication:

"I appreciate the fact that it is rather hard for you to understand why an employee magazine would pay in certain industries and not pay with us. Our labor is entirely a different type than you find in the East. Our employees are with us for years and their sons and daughters grow up and come to work in our organization. In fact, we know nearly every one of our employees by their first name and are in constant touch with them in other ways.

"Their interests are our interests and it is not necessary for us to publish a paper to offset disloyalty or to promote a better morale. In addition . . . our organization is much smaller than you find in other companies and this is the reason that I made the statement that we discontinued our paper because we did not believe the expense was warranted."

Why Some Companies Do Not Have an Employee Magazine

The Employment Manager of a well-known overall plant has expressed an attitude toward employee magazines which is perhaps typical of many companies.

"The subject of House Organs has been brought up from time to time here, but the general feeling seems to be that the cost is large, the

practical result hard to find. The amount of work in gathering material and editing the publication is more than anyone at present in the organization feels willing to undertake in addition to his regular duty. Our attitude would, therefore, be that the House Organ might have some value but we are not willing to pay the cost. It is one of those activities I have noticed that is usually dropped in a bad time. It, therefore, cannot be considered an integral part of the Company activities."

From a company official comes the following statement:

"In my opinion, the tendency is toward increased indifference and skepticism toward the House Organ, this tendency I feel being due partly to an increase of personal relationships in industry and the obvious failure of any house organs due to the failure of management to provide sufficient funds and the frequent assignment of editorial responsibility to someone not especially trained and to whom the publication work comes in addition to other responsibilities."

Employee Magazine Contents

The letters received in the course of the survey indicate the type of material which best meets the approval of the readers. It may be summed up by saying that the personal items are the starting point of employee interest but that more serious matter can readily be combined. Thus:

"The employee magazine has been in turn predominantly inspirational, educational, and informational. It has concerned itself with economic propaganda, both raw and diluted. But it has at length wisely, I think, come to rest on the proposition that the successful plant magazine should be so far as possible written by the workers and for the workers.

"We honestly try to give our readers what they want but, at the same time, we reserve the right to make our magazine the medium through which our President can speak to our people and through which the management can discuss changes, new products and similar matters. . . . I may be skeptical but it seems to me that not one of these . . . magazines reaches the ideal of perfect frankness with its readers, that not one of them gives the employees full credit for being able to think for themselves, but in every case the editors seem to be trimming their sails to steer between two dangers, alienating the management and alienating the workers."

Personal news and accounts of social activities would appear to be important in developing reader interest. An editor writes:

"We play up Department Notes quite a good deal. It is a human weakness to wish to see one's name in print. These departmental items are of no general interest, but they serve as nothing else will serve to insure the rank and file of employees looking over the pages if even only casually."

Of similar tenor is the experience of the editor quoted below:

"The first principle insisted on by our President in connection with the employee magazine was that it was never to be made a 'pulpit of preachment' and hence it is never used for the dissemination of company propaganda for the purpose of influencing the minds of our employees politically or in any other way. . . . It is purely a news magazine, containing items relative to the business and social activities of our employees."

A few companies feel, on the contrary, that personal news items have little benefit and they are therefore omitted.

"We have adopted the policy of eliminating all strictly personal matters except those that might be of general interest, e. g., all promotions are featured, all cases of men who have made some valuable contributions in the way of a suggestion, plan or idea that has been adopted by the company. We also avoid any preachments. There is one other factor which we stress and that is the value of our educational opportunities."

The following outline of the chief contents of a well-known employee magazine is of interest:

". . . We have an editorial column. We always have one or more articles on some particular phase of company activity, such as the installation of new equipment, organization and operation of a department, description of important power jobs, reports of conventions which employees have attended, etc. These articles are always illustrated.

"The purely personal notes are an important factor in the makeup. These paragraphs and occasional snapshots act as the carrier for the more general articles. We average about one-fourth of the magazine for this class of copy. Safety and Health are featured. Our own analysis of accidents is reported. The Welfare and Benevolent Association announce their parties. Also at stated intervals they report the financial standing of the Association. All employees who complete service periods of multiples of five years are listed. . . .

"We have used very little outside material. By that we mean that practically all articles are prepared by employees. . . . Occasionally we print pictures of employees or views of the company's property which were taken many years ago. The associations of such

historical pictures are always of interest not only to the employees who can remember the time and occasion as portrayed, but also to the younger group. . . . In the section of this paper called Departments and Districts we like to 'kid' each other and swap stories. In other parts we try to tell the 'other fellow' what 'our' department is doing. . . . And so once a month the magazine draws us just a little closer together."

The Editor

The problem of selecting the right editor and allowing him sufficient time in which to produce the best results is one of the vital questions in connection with the establishment of an employee publication. A prominent editor writes:

"The most serious consideration that I can think of in connection with plant publications is the question of editorship. A number of editors of such magazines are only part-time editors who handle their magazines in addition to other jobs. Sometimes the title of editor is conferred upon a clerk or bookkeeper; sometimes it is the advertising man; sometimes it is the factory manager, or the president's secretary. I do not mean to say that editors cannot be developed from any of these positions—I know personally of one man who was taken from a job as car inspector and made editor, and he has made a good one. The fact is this: To be the sort of editor who is going to be valuable to his company and to its employees *as* an editor, a person should give his whole time to this work. Only in such capacity can he make his magazine what it ought to be."

One employee magazine editor has this to say of the amount of time allowed for the work:

"The editor, who is the undersigned, does not devote his full time to the preparation of the magazine, and in fact very little of his time during the day is occupied with the work of the publication, it being necessary to attend to that on week ends and at other spare times."

In another case:

"The editing and preparation of the paper has now become a recognized function of the advertising staff. A little of the work is done daily and divided between us, but if it were concentrated on one man I should estimate it to occupy about five whole days in the entire month of his time. No one is paid as editor, or for any other function. The work is incidental to the rest of our occupation . . . which is attending to the company's advertising."

Frequently it is the employment department which is charged with the preparation of the magazine, as in the following case:

> "The Department Head and Assistant Department Head of our Employment Department are the editors, the assistant being the active editor, devoting about 30 per cent of his time to this work. If the time of our . . . other writers were taken into account, we would estimate that 50 per cent of one man's time is taken up with the publication."

Combination Sales and Employee Magazine

Frequently plant publications combine the sales and employee functions. In some cases it was the original plan to have a combination publication, but in probably a majority of cases the magazine was started by either the advertising or personnel department and the other increasingly secured space until the publication became an organ of both departments. There seems to be a fairly unanimous opinion, however, that it is not wise to combine two such different functions as advertising and personnel in one publication.

An editor who has tried publishing a combination sales and employee magazine gives his experience:

> "Originally our magazine was intended to cover the dual field but after a trial of several years, we deliberately divorced the sales feature of the paper from the personnel and have since published two papers, each of them devoted to its special purpose."

From a manufacturing company comes the statement that:

> "As to the combined sales and personnel publication, I have never yet seen one that I thought was satisfactory. I do not feel that in a company as large as ours it would be a practical proposition."

That it would not be a wise proposition is the opinion of the editor of the employee magazine for an insurance company:

> "Not having had any experience with a combination sale and personnel publication, I am unable to state whether or not this is a good thing. Personally, though, I believe the two should be separated. Sales publications are for the production of business and personnel for the production of good fellowship . . . and each needs a different method of presentation to the reader. I do think, however,

that it is a good thing to have articles in the personnel magazine about a company's business, not so much how much business the company has done, but rather how it is done."

On the other hand, the treasurer of a metal manufacturing company whose magazine was changed from purely personnel to a combination publication states that a composite statement of employee opinion on the subject seems to be that:

" . . . More interest on the part of the employee is shown today than there was four or five years ago when the magazine was exclusively an employee magazine . . . while practically no small-town gossip is included, we think the average employee is interested in learning more about our product and who uses it. . . . It would be a very serious mistake to go back to the original policy of issuing it as a purely employee proposition."

CHAPTER VI

SUGGESTIONS FOR INCREASING EMPLOYEE MAGAZINE EFFECTIVENESS

A MANUAL for employee magazine editors, in the sense of a set of rules which will insure success in the handling of their problem, is perhaps of doubtful value, because of the wide variety of conditions under which they operate. There is, nevertheless, a body of valuable experiences in connection with employee magazines, the analysis of which may assist in solving some of the problems attendant upon publication and make for higher standards and greater permanence. The following suggestions for increasing employee magazine efficiency are derived from correspondence or discussion on the subject by editors and employers whose experience has developed successful publications and upon whose judgment is largely based a concluding summary of the chief points brought out in the course of this study as deserving of special attention by those who operate or are considering the establishment of employee magazines.

The Possibilities of Standardization

Inspection of the employee magazines studied in this investigation makes it clear that their outstanding characteristic is their diversity in size, physical make-up and content. It appears beyond question that such diversity is in the nature of the case inevitable and desirable in respect to the larger part of the content and make-up of employee publications, meeting as they must such a wide variety of special conditions and operating under such widely differing circumstances and with such varied purposes. The question may be raised, however, whether a greater degree of uniformity in size might not offer possibilities of economy com-

bined with advantages of a more intangible kind, such as has been brought about in other fields of journalism through the development of syndicated material, used simultaneously in many periodicals in different localities. While, as in the case of the local newspaper, a large part of the material run in employee publications is necessarily personal and local in character, the purely local circulation of such periodicals might make it possible to utilize more general material, identical in form, in many plant magazines at once, thus saving much in the labor and expense of preparing original articles of this kind for each magazine. To a great extent this is in effect already done by many employee magazines, in so far as they draw upon common sources for general material as "filler." A more systematic and organized development of such material, especially of economic material from authoritative sources, might improve the quality of employee magazines and increase their effectiveness in stimulating thought and extending the information of their readers. Standardization of size would facilitate the use of such syndicate material in mat form and might thus prove economical. Although no purpose would appear to be served by the almost infinite variety of sizes and shapes of employee magazines, there would be no good reason for greater uniformity in this regard unless it were desirable for some purpose, such as has been suggested above.

The Editor's Outlook

Breadth of experience and a sense of journalistic values on the part of the editor are vital factors in the success of an employee magazine. For this reason opportunity to obtain a broader conception of the general problems involved in this field and to benefit by the experience of others may well be provided.

While not essential, it may be found desirable to encourage the editor's attendance at the various group meetings which intensively consider the trend and newer problems of employee publications. The personal contact with other editors and the exchange of experiences permit of a broader conception of opportunities for service in an editor's own publi-

cation. When attendance is not possible, the printed proceedings should be made available for the editor's use. Examples of some of these general conferences are:

The Plant Publication Section of The National Safety Council, which holds its meetings annually as a part of the National Safety Congress.

The *Production Management Group* of the American Management Association.

The *Industrial Editors Association of Philadelphia*, which holds monthly meetings in Philadelphia.

The *Conference of Railway Editors* which meets semi-annually.

The *Association of House Organ Editors*, which deals with house organs in general, with special emphasis on the sales publications.

There is also a wealth of discussion on separate phases of the subject in the current issues of technical publications. Some of these may profitably be put at the service of the employee magazine editor or staff.

Securing Employee Participation

Employee participation, which is generally recognized as an important element in the production of a successful magazine, may well become an important means of increasing interest in its contents. One plan provides for appointing department correspondents to gather personal items. Other plans have, in addition, associate editors who share with the chief editor the responsibility for the planning and conduct of the magazine. A recent address before an association of employee magazine editors pointed out the experience of the editors of a large railroad magazine in encouraging employee cooperation in its preparation.

> "Every division has its own correspondent and assistants. Once a month there goes out from the editor's office a multigraphed letter to correspondents. In this letter the editor gives the date on which the next month's notes are due; he praises the work of those correspondents who have done particularly good work; when a special campaign is being conducted . . . he calls the attention of the correspondents to the fact and asks their cooperation; he tells them how to go after news and how to write good constructive notes. Our corre-

spondents are not paid for reportorial work, although many of them write the notes on their own time, and we have many of them who almost never miss an issue. However, several prizes are awarded annually for the best all around correspondents for the year—although this fact is never advertised. One of the biggest 'interest-getters' that we ever had was a 'correspondents' convention'. . . . The railroad provided free transportation for correspondents from all over the System . . . food, lodging and entertainment for them during the two days of the Convention. Interesting and helpful meetings were held. The results of this Convention are plainly seen in the improvement of the notes, both in quality and quantity and in regularity."

The editor of another railroad publication says of his plan:

"A chief correspondent is selected for each superintendent's division. He has reporters stationed at the shops, yards, round houses, freight stations and terminals. The number of reporters varies from six on a small division to fifty or more on a large division. The editor and his assistant at regional headquarters depend on the chief correspondents just as the city editor of a metropolitan newspaper depends on his reporters.

"The chief correspondent is an important factor in the development of the newspapers. He is usually an employee who has been with the company some time and one who enjoys a wide acquaintance among employees in his own division. He is the clearing house for all information concerning the employees in his territory. He goes out over the road with his camera and develops new stories. He 'covers' meetings, outings, athletic events, etc. Once a month he attends a staff meeting at which the last issue of the paper is criticized and plans for the next issue are announced.

"In the course of a few months, employees who up to January first had given no thought to news gathering developed into extremely clever reporters. They not only handle news when it comes in—they go out and get it. . . . Some of the most interesting news is obtained by following the employees away from their railroad jobs into their outside interests, their lodges, their hobbies, their pride in their children, the books they read, etc. A freight engineer on the Panhandle Division proved to be one of the most talented amateur astronomers in the country. A crossing watchman in Indiana was found to be the author of an historical book which he had typed with two fingers on his one remaining hand."

Special articles may be written by employees especially qualified to present subjects in which they are interested, under the guidance of the editor. A writer on the subject of employee magazines has the following suggestions to offer in this regard:

"Most of the matter in a shop magazine is incited rather than volunteered. That is, the editors have to go out after it instead of waiting for it to flow in. This has its advantages, because while inciting the material, he cannot only ask first for what he most wants, but he can guide the development of each subject in the way which he knows will make the resulting article of the greatest use.

"Before the editor goes out after his leading articles, it is best for him to plan them in series. . . . One series may be devoted to the . . . purpose of increasing acquaintance. The series may take up either one department or one plant, with illustrations. The author of the article about a department should be its chief or foreman. The author of the article about a plant should be the plant manager. Another series may be planned on the idea of developing the sense of cooperation. One such series should take up one principal product as an issue, and follow the chain of processes on that product. In another, the main theme is to take up one function each month, such as a description of the work of the purchasing agent, and show how he fits in with the rest of the plant. Educational articles may form other series. One kind of tool may be studied each month for a number of months, or in alternate months. Or a series of articles may be obtained, each describing an obscure but important technical process.

"Picking the author of a prospective article is one-third of the work an editor has to do on it. He should pick as author of an article on a given subject the man in the plant who is the highest authority accessible to the editor. The first thing that most of the men in a plant will say is that they never did any writing and don't know how to write. The editor knows the man is wrong. But he hasn't time to argue the matter. He just sets out to prove it. Therefore, when a prospective author states that he is all at sea and can't write, the editor should take him at his word, for the moment. The editor should then arrange to visit the department or plant and take a trip with the prospective author as guide. On the way, he should ask questions which will steer his guide into regarding the subject from the magazine's point of view—the constructive, cooperative, personal, humorous. This will fill the author so full of his subject that it won't make any difference whether he ever had a pen in his hand before—he can write. . . . After a few articles of a series are thus guided to the most efficient treatment, other men called on for further articles in a similar vein will fall into step, using the first ones as a pattern."

Closely connected with the problem of stimulating contributions from the employees is the problem of refusing material which cannot be used. One editor always sees the individual who sent in the contribution and explains personally why it cannot be used. This editor believes that it is easier to explain personally and that letters are subject to

misunderstanding. Another attempts, through articles in the employee magazine, to set a standard for contributions, whether they are poetry, photographs, cartoons, news items or articles, and by setting a standard to eliminate, before they are sent in, most of the contributions that would be undesirable. One editor writes to the author of a contribution which cannot be used and tells him that it is impossible to use his material and that if he cares to stop at the editor's office, he will be given an explanation as to why it cannot be used. Another firm has adopted the policy of rewriting or redrawing contributions which cannot be used as originally submitted.

Teaching Economics Through the Employee Magazine

Experience shows that the employee magazine can be used to advantage to encourage sound thinking on industrial and economic subjects. Such leadership of thought is not easy. It demands skill in writing so that the subject as presented will interest its readers and it demands an absolute fairness in presenting facts without argumentation. The editor who believes that his readers do not want to think on serious subjects may be mistaken, and by failing to furnish a background of fact for intelligent thinking may be missing a big opportunity for leadership.

For the most part, economic and industrial facts must be presented concretely, not abstractly. "The facts, rather than the theory of economics, are the important thing to put over to employees," says one writer on the subject. Discussions of this kind can frequently be introduced by way of such company activities as the stock ownership or pension plan or in explanation of the annual financial statement or because of certain business conditions which are affecting orders.

The Committee on Economics for Employees of the American Management Association says:

> "Since the study of applied economics is designed to create a better understanding between managers and workers, we believe that every company, as one of its first lessons in applied economics, ought to exhibit and explain to its employees its annual financial statement, showing assets and liabilities, its main disbursements, overhead pro-

duction and sales costs, its profits or losses, earnings or surplus. The doing of this will do more to develop understanding and cooperation than any other one thing, provided, of course, the statement safely can be shown to employees. If it cannot be shown, because it conceals or reveals some unsound economic policy, the question arises whether the management ought not immediately to set its house in order, clean out the skeletons, and let the light of day in on its business conditions and policies, and its industrial relations."

The following extracts are from a letter from the editor of an employee magazine which has done some excellent work in the teaching of economics:

"Our experience has been that to keep the employee magazine alive and to make it of real, vital force, we must occasionally liven it up with something new, or dress up the same problem with new clothes, so to speak.

"For the past few years we have been striving to bring to the attention of our people simple economics, which has been done in various ways. For a time we used some very brief articles under the heading 'Two Minutes with Today's Problems.' These little articles attempted to teach fundamental economics. We ran them for quite a time, and we know from carefully checking up that they did get over. We have dropped these for the time being, as we have found that constant repetition reaches a certain point of saturation when the law of diminishing returns becomes effective. We try to anticipate this point and to switch about for a while, coming back again to the same subject when interest is renewed.

"We will have to feel our way and probably change our style a bit here and there, in order to prepare the articles in such a way as to be easily understood, and so that those who read them will get the message. Of course, we are apt to be a little over the heads of quite a few of the readers. We have found from experience, however, that more is accomplished by not trying to talk down to what you might call the mean level of intelligence in the plant. The majority of our skilled and semi-skilled will understand articles of this nature. The others who do not get it will ask questions, and in this way an opportunity is offered to talk the subject over with them."

The standards by which to test the effectiveness of the presentation of elementary economics in the personnel periodical have been summarized by an authority on this subject as follows:

"1. The articles should come from a recognized authoritative source;

"2. Their content should bulk largest in fact, rather than theory; they should be specific, rather than abstract preachments;

"3. The information should have a news value; current events and topics furnish good reasons for dragging into the light something previously hidden;

"4. Avoid argumentative presentations;

"5. Controversial questions can best be settled by other mediums than the employees' publications;

"6. Remember your audience;

"7. Use simple words and illustrations out of every-day life; go from the known to the unknown;

"8. Be honest; do not attempt it if honesty is impossible, else the printed word will return and haunt those guilty of it.

"And running through all these is the spirit of genuine intention to teach and to serve."[1]

Employee Magazine Maxims

The experience with employee magazines in the United States, although limited in actual years, points to certain broad conclusions. These conclusions, because so generally uttered by industrial managers or editors of employee publications, or else confirmed by them, may be stated as maxims or general truths to be observed as guides.

The National Industrial Conference Board presents the employee magazine maxims listed below as expressing the best judgment and experience on this subject, and believes that, while not absolutely complete, they are, nevertheless, likely to be of help to those conducting or considering the establishment of such publications.

I. An employee magazine, to be successful, should have a definite program directed toward certain specific goals.

II. Results from employee magazine publication are obtained slowly. The magazine, therefore, should be planned as a long-time activity.

III. The responsibility for the preparation of an employee magazine should be centered in one person.

IV. This responsible person should preferably be a full time, experienced editor.

V. Employee interest and participation should be enlisted and encouraged.

VI. Sincerity should be the keynote of any employee magazine.

[1] D. C. Vandercook, "What the Personnel Publication can do for the Worker," *Industrial Management*, Nov., 1923, pp. 307–10.

VII. The employee magazine should be written in language which is clear and simple, but dignified; neither slang nor poor English is necessary to secure interest.

VIII. The material used in an employee magazine should be concerned with the lives of the members of that organization at work and at home.

IX. The employee magazine should neither preach nor assume a paternalistic attitude.

X. A friendly human tone should permeate all of the writing. Personal references should be used with caution.

XI. Articles of an educational character have a place in an employee magazine, but should be used sparingly. "To win immediate favor, write something to make the readers laugh and forget. To derive some benefit, write something that will make them think and remember."

XII. No employee magazine should be started with the expectation that its value is capable of precise measurement. The justification for the magazine must to a large degree rest on a conviction that willing loyalty and cooperation are assets worth cultivating.

APPENDIX

APPENDIX

EMPLOYEE MAGAZINES PUBLISHED IN THE UNITED STATES

KEY: The first two figures following the name of the magazine (e. g., 10¼ x 6¾) indicate the nearest approximate dimensions of the publication.
The letter following these figures indicates the frequency of publication, as follows:

q = quarterly
bm = bi-monthly
m = monthly
sm = semi-monthly
bwk = bi-weekly
wk = weekly
irreg = irregularly

The final figure indicates the number of pages.

Abraham and Straus, Inc., Brooklyn, N. Y.: "The A and S Link"
Adirondack Power and Light Corporation, Amsterdam, N. Y.: "Synchronizer," 10¼" x 6¾"—*m*—26
Aeolian Company, New York, N. Y.: "The Aeolian," 9" x 6¾"—*m*—16
Alabama Power Company, Birmingham, Ala.: "Powergrams," 10½" x 7½"—*m*—40
Albrecht Grocery Company, Fred W., Akron, Ohio: "The Acme Special," 11⅝" x 8½"—*wk*—8
Alexander Hamilton Institute, New York, N. Y.: "Office Optimism," 10¾" x 8¼"—*sm*—16
All American Cables, Inc., New York, N. Y.: "All America Review," 10⅛" x 6⅞"—*m*—24
American Appraisal Company, Milwaukee, Wis.: "American Appraisal News," 9⅛" x 6"—*m*—28
American Cast Iron Pipe Company, Birmingham, Ala.: "Acipco News," 16" x 11"—*m*—6
American Crayon Company, Sandusky, Ohio: "The All American," 9¼" x 6"—*m*—40
American Institute of Banking, Cleveland Chapter, Cleveland, Ohio: "Cleveland Banker," 10¾" x 7¾"—*m*—30
American-La France Fire Engine Company, Elmira, N. Y.: "Alfco Stream," 9⅛" x 6"—*m*—16
American Linseed Company, New York, N. Y.: "The Rainbow," 8½" x 5½"—*m*—32
American Multigraph Company, Cleveland, Ohio: "The Center Punch," 10" x 6½"—*m*—8
American Optical Company, Southbridge, Mass.: "Wellsworth Life," 13⅞" x 11" *wk*—8

American Pulley Company, Philadelphia, Pa.: "Pulley Truth," 9¾" x 6½"—*m*—6

American Railway Express Company, New York, N. Y.: "The Express Messenger," 12⅜ x 9¼—*m*—16

American Rolling Mill Company, Middleton, Ohio: "Armco Bulletin," 9" x 6"—*sm*—54

American Seating Company, Grand Rapids, Mich.: "Seater," 12" x 9"—*m*—22

American Steel Foundries, Chicago, Ill.: "The Octagon," 11" x 8½"—*m*—24

American Telephone and Telegraph Company, New York, N. Y.: "Long Lines," 10⅝" x 7½"—*m*—40

American Woolen Company, Boston, Mass.: "A. W. Employees Booster," 10" x 7⅜"—*m*—16

Anaconda Copper Mining Company, Butte, Montana: "The Anode," 9¼" x 6"—*m*—16

Anderson Lumber Company, Bayport, Minn.: "The Frame Maker," 8½" x 5¾"—*wk*—4

Arkansas Light and Power Company, Pine Bluff, Ark.: "The Exciter"

Armour and Company, Chicago, Ill.: "The Armour Magazine," 13½" x 10"—*wk*—8
"The Armour Oval," 13½" x 10"—*bwk*—8
St. Paul, Minn.: "Armour Magazine"
South Omaha, Neb.: "Armour Magazine"

Art Metal Construction Company, Jamestown, N. Y.: "Art Metal Welder," 11" x 8"—*m*—12

Associated Oil Company, Pacific Oil Company, Amalgamated Oil Company and affiliated companies, San Francisco, Calif.: "The Record," 10⅛" x 6⅝"—*m*—16

Associated Organizations of Shop Craft Employees of the Great Northern Railway, St. Paul, Minn.: "Shop Craft Gossip," 15¼" x 10¾"—*q*—16

Atchison, Topeka and Sante Fe Railroad, Chicago, Ill.: "Sante Fe Magazine," 9⅜" x 6¾"—*m*—128

Atlantic Coast Line Railroad Company, Wilmington, N. C.: "Atlantic Coast Line News," 11" x 8½"—*m*—12

Atlantic Refining Company, Philadelphia, Pa.: "The Atlantic Seal," 9" x 6"—*m*—28

Austin Company, Philadelphia, Pa.: "News," 11½" x 8¾"—*m*—22

Automatic Electric Company, Chicago, Ill.: "Doings," 8¾" x 6¼"—*m*—28

Auto Strop Safety Razor Company, New York, N. Y.: "The Family Wash," 9" x 6"—*m*—24

Ayres and Company, L. S., Indianapolis, Ind.: "Ayrograms," 9" x 6"—*m*—8

Bachrach, Inc., Louis Fabian, Newton, Mass.: "P. O. D.," 10¾" x 7⅞"—*m*—8

Baker-Vawter Company, Benton Harbor, Mich.: "Partners," 9⅛" x 6"—*q*—24

Baltimore Consolidated Gas, Electric Light and Power Company, Baltimore, Md.: "The Baltimore Gas and Electric News," 9¼" x 6⅛"—*m*—32

Baltimore and Ohio Railroad, Baltimore, Md.: "Baltimore and Ohio Magazine," 10⅞" x 7⅞"—*m*—116

Baltimore United Railways and Electric Company, Baltimore, Md.: "Trolley Topics," 11¾" x 9¾"—*m*—16

Bamberger and Company, L., Newark, N. J.: "Counter Currents," 10" x 7"—*m*—16

Bankers Trust Company, New York, N. Y.: "The Pyramid," 9⅞" x 6⅞"—five times a year—30

Barber-Colman Company, Rockford, Ill.: "B-C-A News," 12" x 9"—*m*—24

Bausch and Lomb Optical Company, Rochester, N. Y.: "The Reflector," 10⅜" x 7¼"—*m*—16

Belden Manufacturing Company, Chicago, Ill.: "Beldenews," 9" x 6"—*m*—12

Berkey and Gay Furniture Company, Grand Rapids, Mich.: "Shop Work," 11" x 8½"—*m*—20

Bethlehem Steel Corporation, Bethlehem, Pa.: "Bethlehem Review," 11" x 8½"—irreg. but generally—*sm*—4

Biddle and Smart Company, Amesbury, Mass.: "Mutual Tattler," 9⅛" x 6"—*m*—24

Billings Chapin Company, Cleveland, Ohio: "Bilchaco News," 6¾" x 5"—*m*—12

Bird and Son, East Walpole, Mass.: "The Neponset Review," 11" x 8"—*m*—16

Bloedel Donovan Lumber Mills, Bellingham, Wash.: "Head Saw"

Bloomingdale Brothers, Inc., New York, N. Y.: "Bloomingdale Store News," 9½" x 6¼"—*sm*—4

Blumenthal and Company, Inc., Sidney, Shelton, Conn.: "The Shelton Looms Plant Magazine," 11" x 8½"—*m*—16

Boggs and Buhl, Pittsburgh, Pa.: "B and B Revealor," 10½" x 7½"—*m*—16

Bon Marche, Seattle, Wash.: "Counter Chat," 9" x 6⅛"—*m*—24

Borden Company, New York, N. Y.: "Borden Eagle," 9" x 6"—*m*—24

Borden Farm Products Company, Inc., New York, N. Y.: "The Milky Way," 11" x 8½"—*m*—12

Boston Elevated Company, Boston, Mass.: "Boston Elevated Railway Co-operation," 9" x 6"—*m*—8

Boston and Maine Railroad, Boston, Mass.: "Boston and Maine Magazine," 9¼" x 6"—*m*—24

Boston Woven Hose and Rubber Company, Boston, Mass.: "The Bowohoco News," 10¾" x 8⅞"—*m*—8

Broadway Department Store, Los Angeles, Calif.: "The Broadway World," 10⅛ x 6⅞"—*m*—24

Brooklyn Eagle, Brooklyn, New York, N. Y.: "Eagle Quills," 8″ x 4⅞″—*m*—28

Brooklyn-Manhattan Transit Corporation, Brooklyn, N. Y.: "B-M-T Monthly," 12″ x 9″—*m*—24

Brown Bulletin Publishing Association, Berlin, N. H.: "Brown Bulletin," 11″ x 8½″—*m*—24

Bucyrus Company, Milwaukee, Wis.: "Bucyrus Scoop," 10¾″ x 7⅞″—*m*—16

Budd Manufacturing Company, Edward G., Philadelphia, Pa.: "Buddgette," 9¼″ x 6″—*sm*—28

Buffalo, Rochester and Pittsburgh Railway, Rochester, N. Y.: "Railway Life," 10″ x 7″—*m*—40

Buick Motor Company, Flint, Mich.: "Buick News," 11¾″ x 9¼″—*wk*—8

Bullocks, Los Angeles, Calif.: "Bullock Way," 9″ x 6″—*m*—32

Bunting Brass and Bronze Company, Toledo, Ohio: "The Bunting Shop News," 11″ x 8½″—*m*—4

Burt Company, F. N., Buffalo, N. Y.: "Burt's Box Bulletin," 10¼″ x 7½″—*m*—16

Bush and Bull Company, Williamsport, Pa.: "Store Lore," 9″ x 6″—*m*—12

Cadillac Motor Car Company, Detroit, Mich.: "The Cadillac Craftsman," 12″ x 9″—*wk*—4

California Packing Corporation, San Francisco, Calif.: "Del Monte Activities," 9¼″ x 6⅛″—*m*—16

Cambridge Electric Light Company, Cambridge, Mass.: "The Lighting Flash," 6¾″ x 5½″—*m*—8

Campbell, Metzger, and Jacobson Employees' Association, New York, N. Y.: "Progress Monthly," 10″ x 6″—*m*—4

Carnation Milk Products Company, Oconomowoc, Wis.: "The Carnation," 11¾″ x 8⅜″—*bm*—24

Carpenter Steel Company, Reading, Pa.: "Carpenter Steel News," 9″ x 6″—*q*—24

Central of Georgia Railway, Savannah, Ga.: "Right Way Magazine," 10″ x 6¾″—*m*—44

Central Hudson Gas and Electric Company, Poughkeepsie, N. Y.: "Central Hudson Bulletin," 11¼″ x 8″—*m*—16

Central Illinois Public Service Company, Springfield, Ill.: "Cipsco News," 10½″ x 7½″—*m*—20

Central Railroad Company of New Jersey, New York, N. Y.: "The Railroad Employee"

Central Steel Company, Massillon, Ohio: "Agathon News," 12″ x 9″—*m*—16

Chalfonte-Haddon Hall Company, Atlantic City, N. J.: "Sand and Spray," 9⅛″ x 6″—*m*—4

Champion Fibre Company, Canton, N. C.: "The Log," 12¼″ x 9¼″—*m*—8

Chandler and Farquhar Company, Boston, Mass.: "Chan Farco Beacon," 9″ x 6″—*m*—46

Chase Companies, Waterbury, Conn.: "Chase Diamond," 12″ x 9″—*m*—16

Chase National Bank, New York, N. Y.: "The Chase," 9¾″ x 6⅝″—*m*—42

Chesapeake, Ohio and Hocking Valley Railroad, Richmond, Va.: "The Chesapeake, Ohio and Hocking Valley Employees' Magazine," 11″ x 8″—*m*—76

Chesapeake and Potomac Telephone Company, Washington, D. C.: "The Transmitter," 10½″ x 7½″—*m*—52

Chicago Bridge and Iron Works, Chicago, Ill.: "The Water Tower," 11″ x 8½″—*m*—8

Chicago Great Western Railroad, Chicago, Ill.: "Great Western Magazine," 10″ x 6¾″—*m*—40

Chicago, North Shore and Milwaukee Railroad, Chicago, Ill.: "The Highball," 7¾″ x 5″—*m*—32

Chicago Rapid Transit Company, Chicago, Ill.: "The High Line," 7¾″ x 5¼″—*m*—26

Chicago, Rock Island and Pacific Railroad, Chicago, Ill.: "Rock Island Magazine," 11″ x 8″—*m*—64

Chrysler Corporation, Detroit, Mich.: "Chrysler Circle," 11″ x 8½″—*m*—8

Cincinnati and Suburban Bell Telephone Company, Cincinnati, Ohio: "Cincinnati Telephone Bulletin," 11″ x 8″—*m*—24

Clement Company, J. W., Buffalo, N. Y.: "Clement Clippings," 9½″ x 7¼″—*m*—12

Cleveland Electric Illuminating Company, Cleveland, Ohio: "The Ceico Motor," 11″ x 8½″—*m*—22

Cleveland Trust Company, Cleveland, Ohio: "The Cleveland Trust Monthly," 9⅞″ x 6⅞″—*m*—22

Cluett, Peabody and Company, Inc., Troy, New York: "The Arrow," 9¾″ x 6½″—*bm*—24

Colgate and Company, New York, N. Y.: "Colgate Clock," 11″ x 7¾″—*m*—52

Collins Manufacturing Company, A. M., Philadelphia, Pa.: "The Oak Leaf Worker"

Colorado Fuel and Iron Company, Denver, Colo.: "The Colorado Fuel and Iron Company Industrial Bulletin," 10½″ x 7¾″—*m*—24

Columbia Gas and Electric Company, New York, N. Y.: "Hail Columbia," 9¾″ x 6¾″—*m*—36

Commonwealth Edison Company, Chicago, Ill.: "The Edison Round Table," 10¾″ x 8⅛″—*sm*—12

Commonwealth Steel Company, Granite City, Ill.: "The Commonwealther," 11⅛″ x 8¾″—*m*—28

Consolidation Coal Company, Fairmont, W. Va.: "C. C. C. Monthly Magazine," 10½″ x 7½″—*m*—56

Consumers Power Company, Jackson, Mich.: "AuSable News," 10″ x 6¾″—*m*—32

Continental Mills, Inc., Germantown, Pa.: "The Continental Pathfinder," 11¼" x 8¾"—*m*—6

Copley Plaza Hotel, Boston, Mass.: "Copley Plaza Topics," 12⅛" x 9⅛"—*sm*—4

Crocker-McElwain Company, Holyoke, Mass.: "Stuff Chest," 8⅞" x 5½"—*m*—16

Crompton and Knowles Loom Works, Worcester, Mass.: "C and K Loom Pickings," 9" x 6"—*m*—20

Crown Willamette Paper Company, Portland, Ore.: "Making Paper," 9¼" x 6⅛"—*m*—36

Cudahy Packing Company, Chicago, Ill.: "The Spotlight," 9¼" x 7"—*m*—52

Cudahy Brothers Company, Cudahy, Wis.: "Peacock Feathers," 10½" x 7¾"—*m*—8

Curtis Publishing Company, Philadelphia, Pa.: "Curtis Folks," 12" x 9"—*m*—16

Dallas Railway Company, Dallas, Texas: "Partners," 14" x 10½"—*sm*—4

Davey Tree Expert Company, Kent, Ohio: "The Davey Bulletin," 11" x 8¼"—*m*—8

Davol Rubber Company, Providence, R. I.: "The Davol Review," 8¼" x 5½"—*m*—8

Dayton Company, Minneapolis, Minn.: "The Daytonnews," 9⅛" x 6⅛"—*m*—14

Dayton Engineering Laboratories Company, Dayton, Ohio: "Delco Doings," 12½" x 9½"—*bm*—4

Dayton Power and Light Co., Dayton, Ohio: "Currentales," 10" x 7"—*m*—16

Delaware and Hudson Railroad, Albany, N. Y.: "Delaware and Hudson Bulletin," 10" x 6¾"—*sm*—16, and "Craftwise," 11" x 8½"—*wk*—4

Dennison Manufacturing Company, Framingham, Mass.: "Round Robin," 10⅛" x 7⅞"—*m*—14

Denver and Rio Grande Railroad, Denver, Colo.: "The Denver and Rio Grande Western Magazine," 10½" x 7¾"—*m*—32

DesMoines City Railway Company, Des Moines, Iowa: "Trolley Topics," 11" x 8¼"—*m*—8

Detroit Edison Company, Detroit, Mich.: "Detroit Edison Synchroscope," 10" x 6¾"—*m*—34

Detroit Range, Boiler and Steel Barrel Company, Detroit, Mich.: "Perfect Star," 13¼" x 10¼"—*m*—4

Detroit Toledo and Ironton Railroad, Dearborn, Mich.: "Detroit Toledo and Ironton Railroad News," 12" x 9½"—*sm*—8

Diamond State Fibre Company, Bridgeport, Pa.: "The Fibre Sheet," 7" x 5½"—*m*—16

Dixon Crucible Company, Joseph, Jersey City, N. J.: "Graphite," 8½" x 5½"—*m*—8

Doherty, Henry L., and Company, New York, N. Y.: "The Doherty News," 15″ x 10⅞″—*sm*—12
Dollar Savings and Trust Company, Youngstown, Ohio: "Dollars and Sense," 7¾″ x 5⅜″—*irreg*—24
Donnelly, R. R., and Sons, Chicago, Ill.: "The Lakeside Press," 8¾″ x 5¾″—*m*—36
Dunlop Tire and Rubber Company, Buffalo, N. Y.: "Dunlop News," 12½″ x 9½″—*bwk*—4
Duplan Silk Corporation, Hazleton, Pa.: "Duplan Tattler," 10¾″ x 7¾″—*m*—12
Dutchess Bleachery, Inc., Wappingers Falls, N. Y.: "Bleachery Life," 12″ x 8½″—*m*—8

Eagle, Inc., J. H. and C. K., Shamokin, Pa.: "The Eagle Co-Worker," 9½″ x 6¼″—*bm*—32
Eastman Kodak Company, Rochester, N. Y.: "Kodak Magazine," 9¾″ x 6¾″—*m*—32
East St. Louis and Suburban System, East St. Louis, Ill.: "Oncinawhile," 9″ x 6″—*irreg*—24
Eaton, Crane and Pike Company, Pittsfield, Mass.: "Made in Berkshire," 9⅜″ x 6¼″—*m*—12
Edison Electric Illuminating Company, Boston, Mass.: "Edison Life," 9″ x 6″—*m*—24
Edison Lamp Works of General Electric Company, Harrison, N. J.: "Edison Lamp Work News," 10⅝″ x 7¾″—*m*—24
Electric Controller and Manufacturing Company, Cleveland, Ohio: "Electroller News," 17″ x 12½″—*m*—24
Electric Hose and Rubber Company, Wilmington, Del.: "The Electric Spray," 12⅝″ x 9⅛″—*m*—4
Elk River Coal and Lumber Company, Widen, W. Va.: "Widen News," 14¾″ x 11″—*m*—4
Elmira Water, Light and Railroad Company, Elmira, N. Y.: "Water-Light Beacon," 8¾″ x 5¾″—*m*—24
Empire District Electric Company, Joplin, Mo.: "Hi-Voltage," 11⅞″ x 9″—*m*—12
Empire Gas and Electric Company, Geneva, N. Y.: "Empire News," 10″ x 6¾″—*m*—20
Empire Gas and Fuel Company, Bartlesville, Okla.: "The Empire"
Emporium, San Francisco, Calif.: "Dome Echoes," 9″ x 6″—*m*—16
Endicott Johnson Corporation, Endicott, N. Y.: "E-J Workers Magazine," 10¼″ x 7″—*m*—36
Equitable Trust Company, New York, N. Y.: "Equitable Envoy," 10¼″ x 7⅛″—*m*—40
Erie Railroad, New York, N. Y.: "Erie Railroad Magazine," 11½″ x 8½″—*m*—8
Exchange Banks of Tulsa, Tulsa, Okla.: "The Exchange Spark," 12″ x 8½″—*m*—8

Fairbanks, Morse and Company, Beloit, Wis.: "The Exhaust," 13⅝" x 10½"—*m*—4
Famous Players Lasky Corporation, New York, N. Y.: "The Round-Up," 12¼" x 9½"—*wk*—12
Federal Reserve Bank, Cleveland, Ohio: "Federal Reserve Notes," 9⅞" x 6⅝"—*m*—32
Federal Reserve Bank, Philadelphia, Pa.: "3 C Magazine," 10" x 6¾"—*m*—20
Federal System of Bakeries, Davenport, Iowa: "Federal Sunlight Magazine"
Ferro Concrete Construction Company, Cincinnati, Ohio: "Ferro Columns," 12½" x 9½"—*m*—4
Fidelity National Bank and Trust Company, Kansas City, Mo.: "The Fidelity Spirit," 10¾" x 6¾"—*m*—12
Fifth Avenue Coach Company, New York, N. Y.: "Motor Coach," 11" x 8"—*m*—16
Filene Co-operative Association, Boston, Mass.: "The Echo," 15" x 10¾"—*wk*—4
Firestone Tire and Rubber Company, Akron, Ohio: "The Firestone Non-Skid," 16" x 10¼"—*bwk*—4
First National Bank, Bartlesville, Okla.: "Better Service," 11¾" x 9"—*m*—4
First National Bank, St. Louis, Mo.: "The Buzzer," 9¼" x 6"—*m*—20
Fisk Rubber Company, Cudahy, Wis.: "Extra Service," 10½" x 7¾"—*m*—8
Fleischer, Inc., S. B. and B. N., Philadelphia, Pa.: "Watchman," 10½" x 6⅞"—*m*—16
Flint Motors Company, Flint, Mich.: "Flint News," 12½" x 9½"—*wk*—4
Flour City Ornamental Iron Company, Minneapolis, Minn.: "The Metal-Crafter," 9" x 6"—*q*—8
Forbes Lithographing Company, Boston, Mass.: "Forbes News," 13½" x 9¾"—*m*—8
Ford Motor Company, Detroit, Mich.: "Ford News," 12¼" x 9½"—*bwk*—8
Fort Howard Paper Company, Green Bay, Wis.: "Our Own," 9¾" x 5¾"—*bm*—16
Fort Orange Paper Company, Castleton-on-Hudson, N. Y.: "The Fopaco News," 8" x 5½"—*irreg*—20
Fuller Brush Company, Hartford, Conn.: "Fuller Factory and Office," 11" x 8½"—*m*—8

Gair Company, Robert, Brooklyn, N. Y.: "Us," 6½" x 5½"—*bm*—56
General American Tank Car Corporation, Chicago, Ill.: "General American Magazine"
General Chemical Company, New York, N. Y.: "General Chemical Bulletin," 9¼" x 6⅛"—*m*—32

General Electric Company, Baltimore, Md.: "Switchboard Department News," 10½" x 8"—*m*—8
Bloomfield, N. J.: "The Link, General Electric News; Bloomfield Works," 10½" x 8"—*m*—12
Bridgeport, Conn.: "General Electric News; Bridgeport Works," 10½" x 8"—*m*—16
Buffalo General Electric Company, Buffalo, N. Y.: "The Weeder"
Erie, Pa.: "General Electric News; Erie Works," 10½" x 8"—*m*—16
Everett, Mass.: "General Electric News; Everett Works," 10½" x 8"—*m*—4
Fort Wayne, Indiana: "General Electric News; Fort Wayne Works," 10½" x 8"—*m*—20
Harrison, N. J.: "General Electric News, Harrison Works"
Lynn, Mass.: "General Electric News; Lynn Works," 10½" x 8"—*bwk*—24
Philadelphia, Pa.: "General Electric News; Philadelphia Works," 10½" x 8"—*m*—12
Pittsfield, Mass.: "General Electric News; Pittsfield Works," 10½" x 8"—*m*—24
Schenectady, N. Y.: "General Electric News; Schenectady Works," 10½" x 8"—*sm*—32

General Motors Acceptance Corporation, New York, N. Y.: "News and Views," 9⅝" x 6⅞"—*m*—40

General Motors Corporation, Detroit, Mich.: "Topics," 12" x 9"—*sm*—6

Georgia and Florida Railway, Augusta, Ga.: "Georgia and Florida Bulletin," 9" x 6"—*m*—8

Georgia Railroad and Power Company, Atlanta, Ga.: "Snap Shots," 15½" x 10¾"—*m*—8

Gilbert and Barker Manufacturing Company, Springfield, Mass.: "The Vent," 11" x 8"—*m*—16

Gilchrist Company, Boston, Mass.: "Ace," 10¾" x 7⅞"—*m*—16

Gill Company, J. K., Portland, Ore.: "Bi-Weekly Gill-o-gram," 9⅜" x 7"—*bwk*—4

Gillette Safety Razor Company, Boston, Mass.: "Gillette Blade," 9" x 6"—*m*—60

Godman Company, H. C., Columbus, Ohio: "Sphinx Tips"

Goodyear Tire and Rubber Co., Akron, Ohio: "Wingfoot Clan," 13¾" x 10¼"—*wk*—16
Los Angeles, Calif.: "Wingfoot Clan"

Gossard Company, H. W., Belvidere, Ill.: "The Gossardian"

Grant Company, W. T., New York, N. Y.: "Grant Game," 9" x 6"—*bm*—48

Great Southern Lumber Company, Bogalusa, La.: "The Mill Whistle," 9⅛″ x 5¾″—*q*—32
Great Western Sugar Company, Denver, Colo.: "Sugar Press," 9″ x 6″—*m*—44
Grinnell Automatic Sprinkler, Providence, R. I.: "Grinnell Topics," 9″ x 6″—*q*—36
Guaranty Trust Company, New York, N. Y.: "The Guaranty News," 9¼″ x 6¼″—*m*—16
Gulf Mobile and Northern Railroad, Mobile, Ala.: "Gulf Mobile and Northern News," 12″ x 9½″—*sm*—4

H. & B. American Machine Company, Pawtucket, R. I.: "The H. & B. Bulletin," 9″ x 6″—*m*—16
Halle Brothers, Cleveland, Ohio: "Hallegram," 12⅛″ x 9⅛″—*m*—12
Hammermill Paper Company, Erie, Pa.: "The Hammermill Bond," 10¾″ x 8½″—*m*—16
Hardwick and Magee, Philadelphia, Pa.: "The Harmonist," 10⅞″ x 7⅞″—*m*—8
Hartford Electric Light Company, Hartford, Conn.: "Illuminator," 9⅛″ x 6″—*m*—24
Heineman Corporation, Oscar, Chicago, Ill.: "The O. H. Silkworm," 9⅛″ x 6″—*m*—48
Heinz Company, H. J., Pittsburgh, Pa.: "The 57 News," 16¾″ x 12⅝″—*m*—8
Hercules Powder Company, Wilmington, Del.: "Hercules Mixer," 12″ x 9″—*m*—24
Hickey-Freeman Company, Rochester, N. Y.: "The Quality Journal," 14″ x 11″—*m*—4
Hochschild, Kahn and Company, Baltimore, Md.: "The Oriole," 11″ x 7¾″—*m*—12
Holmes Company, D. H., New Orleans, La.: "Homes Store News," 12″ x 9″—*m*—28
Home Telephone and Telegraph Company, Fort Wayne, Ind.: "Home Phone News," 8″ x 6″—*m*—4
Hooker Electrochemical Company, Niagara Falls, N. Y.: "Hooker Gas," 11″ x 8″—*m*—4
Hoover Company, North Canton, Ohio: "The Hoover Newsy News," 11″ x 8″—*wk*—4
Hormel and Company, George, Austin, Minn.: "The Squeal," 11¼″ x 8¾″—*m*—16
Horne Company, Joseph, Pittsburgh, Pa.: "Horne-pipe," 8⅞″ x 6″—*m*—20
Horwath and Horwath, New York, N. Y.: "The Alarm Clock," 11⅛″ x 8½″—*m*—8
Houghton and Dutton Company, Boston, Mass.: "The Beacon Light," 11″ x 7½″—*m*—12
Houghton Company, E. F., Philadelphia, Pa.: "Houghton Pay Envelope," 7¼″ x 4″—*m*—32

Hutzler Brothers Company, Baltimore, Md.: "Tips and Taps," 10¼" x 7"—*m*—16

Hygrade Lamp Company, Salem, Mass.: "Hygrade Triangle," 9" x 6"—*m*—16

Idaho Power Company, Boise, Idaho: "The Electrikat," 9⅛" x 6"—*m*—44

Ilg Electric Manufacturing Company, Chicago, Ill.: "Ilgair Currents"

Illinois Bell Telephone Company, Chicago, Ill.: "Bell Telephone News," 11⅜" x 8⅝"—*m*—40

Illinois Central Railroad, Chicago, Ill.: "Illinois Central Magazine," 11⅜" x 8¼"—*m*—96

Illinois Northern Utilities Company, Dixon, Ill.: "Illinois Northern Utilities News," 11" x 8½"—*m*—8

Illinois Power and Light Corporation, Chicago, Ill.: "Current Topics," 11⅜" x 8⅜"—*m*—32

Illinois Steel Company, Gary, Ind.: "Gary Works Circle," 10⅞" x 8¼"—*m*—16

Joliet, Ill.: "The Mixer," 10⅞" x 7¾"—*m*—20

South Chicago, Ill.: "South Works Review," 11" x 8½"—*m*—30

Interborough Rapid Transit Company, New York, N. Y.: "Interborough Bulletin," 12" x 9"—*m*—60

International Textbook Company, Scranton, Pa.: "Home Study Folks," 8⅞" x 6"—*m*—32

International Motor Company, Allentown, Pa.: "Allentown Mack Dog," 12¼" x 9⅛"—*m*—14

International Paper Company, Niagara Falls, N. Y.: "International Monthly," 11" x 8½"—*m*—20

International Telephone Company, New York, N. Y.: "International Telephone Review"

International Ticket Company, Newark, N. J.: "Pay-day Chats"

Interstate Power Company and Dubuque Electric Company, Dubuque, Iowa: "High Tension," 9½" x 6¼"—*m*—20

Jeffrey Manufacturing Company, Columbus, Ohio: "Jeffrey Service," 12" x 9"—*m*—16

Jewel Tea Company, Chicago, Ill.: "The Jewel," 9" x 6"—*m*—24

Jordan Marsh Company, Boston, Mass.: "The Fellow Worker," 12" x 9"—*bm*—24

Joseph and Feiss Company, Cleveland, Ohio: "Clothcraft," 7¾" x 5"—*m*—12

Kansas City Railways Company, Kansas City, Mo.: "The Railwayan," 12" x 9"—*m*—32

Kansas City Southern Railroad, Kansas City, Mo.: "Kansas City Southern Mechanical Department Bulletin," 11½" x 8¾"—*m*—16, and "The Kansas City Southern Maintenance of Way Association Bulletin"

Kansas Gas and Electric Company, Wichita, Kan.: "Servicescope," 9″ x 6¼″—*m*—24
Kaufman's, Pittsburgh, Pa.: "The Storegram," 10⅛″ x 7″—*m*—16
Kaynee Company, Cleveland, Ohio: "The Loop"
Keith Company, George E., Brockton, Mass.: "Walk-Over Factory Prints," 11″ x 8″—*wk*—4
Kellogg Switchboard and Supply Company, Chicago, Ill.: "Telephone Facts," 10½″ x 7¾″—*m*—12
Kimberly Clark Neenah Paper Company and Spruce Falls Company, Neenah, Wis.: "Cooperation," 11⅞″ x 8⅝″—*m*—24
Kings Palace, Washington, D. C.: "Kings Palace Herald," 11″ x 8½″—*m*—2
Kohler Company, Kohler, Wis.: "Kohler of Kohler News," 9″ x 6″—*m*—24

Lancaster Steel Products Corporation, Lancaster, Pa.: "Seams and Slivers," 11″ x 8½″—*m*—4
Larkin Company, Buffalo, N. Y.: "Ourselves," 10″ x 8″—*wk*—4
Lawrence Leather Company, A. C., Peabody, Mass.: "The A. C. L.," 11½″ x 8½″—*sm*—10
Lever Brothers Company, Cambridge, Mass.: "The Lever Standard," 12″ x 9″—*m*—16
Lewis Manufacturing Company, Walpole, Mass.: "Curity Club News," 12″ x 9″—*m*—4
Library Bureau, Cambridge, Mass.: "L. B. Employees News," 10″ x 8″—*m*—20
Lindemann and Hoverson Company, A. J., Milwaukee, Wis.: "Lindemann Sparks," 9″ x 6″—*m*—6
Lockwood, Green and Company, Boston, Mass.: "Builders," 11″ x 8⅜″—*m*—16
Long-Bell Lumber Company, Kansas City, Mo.: "The Log of the Long-Bell," 10″ x 6¼″—*m*—20
Long Island Railroad, New York, N. Y.: "Long Island Railroad Information Bulletin," 10⅛″ x 6¾″—*irreg*—64
Longshoremen, Truckers and Waterfront Employers of Seattle, Seattle, Wash.: "Seattle Longshore Log"
Louisville Cement Company, Louisville, Ky.: "Speedometer," 12″ x 9½″—*m*—8
Louisville Gas and Electric Company, Louisville, Ky.: "The Synchronizer," 11″ x 8½″—*m*—12
Lowell Bleachery, Lowell, Mass.: "Lowell Bleachery Bulletin"
Lupton's Sons Company, David, Philadelphia, Pa.: "The Luptonite," 9½″ x 7½″—*m*—20

McCall Company, New York, N. Y.: "Spirit," 10¼″ x 7⅜″—*m*—12
McIntosh and Seymour Corporation, Auburn, N. Y.: "The Auburn Diesel News," 7⅝″ x 5¼″—*m*—24

McLaughlin Textile Corporation, Utica, N. Y.: "Home Spun Yarns"
McPhee and McGinnity Company, Denver, Colo.: "Zip Club Bulletin," 6½" x 3½"—*m*—16
Macy Company, R. H., New York, N. Y.: "Sparks," 9¾" x 6¾"—*m*—22
Magnolia Petroleum Company, Dallas, Tex.: "Magnolia Oil News," 10" x 6⅞"—*m*—40
Beaumont, Tex.: "The Magpetco," 10¼" x 7"—*m*—32
Malley Company, Edward, New Haven, Conn.: "The Co-Operator," 9½" x 6¼"—*m*—4
Mansfield Sheet and Tin Plate Company, Mansfield, Ohio: "Steel Sheet," 10½" x 8"—*m*—12
Marathon Paper Mills Company, Rothschild, Wis.: "The Marathon Runner," 9" x 6"—*m*—28
Marion Steam Shovel Company, Marion, Ohio: "Marion Excavator," 11" x 8½"—*m*—12
Market Street Railway Company, San Francisco, Calif.: "The Inside Track," 9" x 6"—*m*—48
Massachusetts Gas Company, Boston, Mass.; "Massachusetts Gas Company Bulletin," 9" x 6"—*m*—16
Mead Pulp and Paper Company, Chillicothe, Ohio: "Mead Cooperation," 9¼" x 6"—*m*—64
Mechanics Machine Company, Rockford, Ill.: "Mechanics Machine Monthly Magazine," 9⅜" x 6"—*m*—16
Menasha Wooden Ware Company, Menasha, Wis.: "Wooden Ware Log," 11⅞" x 8⅝"—*m*—12
Merchants Heat and Light Company, Indianapolis, Ind.: "The Flash," 12¼" x 9¼"—*m*—8
Mergenthaler Linotype Company, Brooklyn, N. Y.: "Linotype Factory News," 12" x 9¼"—*bwk*—8
Metropolitan Building Company, Seattle, Wash.: "Sky Line," 9¼" x 6¼"—*bwk*—12
Metropolitan Life Insurance Company, New York, N. Y.: "Home Office," 9⅜" x 6⅛"—*m*—32
Michaels Stern and Company, Rochester, N. Y.: "Value First Messenger," 11" x 12¾"—*m*—4
Michigan Bell Telephone Company, Detroit, Mich.: "The Mouthpiece," 12" x 9¼"—*m*—28
Midvale Steel and Ordnance Company, Nicetown, Pa.: "Midvale Safety Bulletin," 6⅝" x 5⅛"—*m*—20
Midwest Refining Company, Casper, Wyo.: "The Midwest Review," 11" x 7½"—*m*—40
Miehle Printing Press and Manufacturing Company, Chicago, Ill.: "The Miehle Broadcast," 9" x 6"—*m*—16
Millville Manufacturing Company, Millville, N. J.: "M. M. C. News," 10⅝" x 8¼"—*m*—12
Milwaukee Electric Railway and Light Company, Milwaukee, Wis.: "Rail and Wire," 12" x 9"—*m*—32

Missouri, Kansas and Texas Railroad, St. Louis, Mo.: "M-K-T-Employes' Magazine," 11″ x 8″—*m*—48
Missouri Pacific Railroad, St. Louis, Mo.: "Missouri Pacific Magazine," 10¾″ x 7¾″—*m*—116
Mohawk Carpet Mills, Inc., Amsterdam, N. Y.: "The Mohawk Courier," 9⅛″ x 6⅛″—*m*—16
Monongahela West Penn Public Service Company, Fairmont, W. Va.: "Courtesy and Service," 14″ x 8″—*m*—16
Monroe Calculating Machine Company, New York, N. Y.: "Micrometer," 9″ x 6″—*m*—28
Monsanto Chemical Works, St. Louis, Mo.: "Monsanto Current Events," 10¾″ x 8″—*bm*—16
Montgomery Ward and Company, Chicago, Ill.: "ForWard," 10½″ x 7½″—*m*—24
Morrell and Company, John, Ottumwa, Iowa: "The Morrell Magazine," 10½″ x 7¾″—*m*—24
Morse Industries Association, Ithaca, N. Y.: "South Hill Echo," 11″ x 8½″—*m*—16
Mountain States Telephone and Telegraph Company, Denver, Colo.: "The Monitor," 12¼″ x 9¼″—*m*—52
Mount Hope Finishing Company, North Dighton, Mass.: "Mount Hope News"
Mount Vernon Woodberry Mills, Inc., Tallahassee, Ala.: "Briefs," 7¼″ x 4⅛″—*m*—24
Mueller Brass Company, Port Huron, Mich.: "Mueller Brass Craftsman," 9″ x 6″—*bm*—24
Mueller Manufacturing Company, H., Decatur, Ill.: "The Mueller Record," 10″ x 7″—*m*—32
Municipal Service Company, Philadelphia, Pa.: "Municipal Service Bulletin," 10¾″ x 8⅞″—*m*—8

Namm and Sons, A. I., Brooklyn, N. Y.: "Namm Bulletin," 11″ x 8½″—*wk*—1
Narragansett Electric Lighting Company, Providence, R. I.: "Nelco News," 9″ x 6″—*wk*—40
Nashville, Chattanooga and St. Louis Railroad, Nashville, Tenn.: "N. C. and St. L. News Item," 11½″ x 8½″—*m*—48
National Bank of Commerce, New York, N. Y.: "Commerce Comments," 10″ x 7″—*m*—24
National Cash Register Company, Dayton, Ohio: "N C R News," 9″ x 6″—*m*—48
National City Bank, New York, N. Y.: "Number Eight," 11¾″ x 8½″—*m*—28
National Malleable and Steel Casting Company, Cleveland, Ohio: "Naco News," 9″ x 6″—*bm*—32
National Shawmut Bank, Boston, Mass.: "Shawmut Bank Bulletin," 11″ x 8½″—*m*—4
National Supply Companies, Toledo, Ohio: "National Rig"

Nebraska Power Company, Omaha, Neb.: "Flash," 10⅝" x 7⅞"—*m*—24
Nekoosa-Edwards Paper Company, Port Edwards, Wis.: "The Nepco Bulletin," 11" x 8"—*m*—12
Nettleton Company, A. E., Syracuse, N. Y.: "The Nettleton Association News," 12" x 8¾"—*m*—16
New Departure Manufacturing Company, Bristol, Conn.: "New Departure News," 13¾" x 10¼"—*m*—16
New England Power System, Worcester, Mass.: "Contact," 11" x 8½"—*m*—12
New England Telephone and Telegraph Company, Boston, Mass.: "Telephone Topics," 10¾" x 7¾"—*m*—48
The New River Company, MacDonald, W. Va.: "Employees Magazine," 11⅛" x 8"—*m*—20
New York Central Lines, New York, N. Y.: "New York Central Lines Magazine," 10" x 7⅜"—*m*—124
New York, Chicago and St. Louis Railroad Company, Nickel Plate District, Cleveland, Ohio: "Service News," 10⅞" x 8"—*m*—8
New York Life Insurance Company, New York, N. Y.: "Nylic News," 10¼" x 6⅞"—*m*—24
Newman Lumber Company, J. J., Hattiesburg, Miss.: "Newman Safetygram," 12½" x 9"—*bm*—4
New York, New Haven and Hartford Railroad Company, New Haven, Conn.: "Along the Line," 7⅞" x 5⅜"—*m*—32
New York Railways, New York, N. Y.: "New York Railways Employee Magazine," 11⅞" x 9"—*m*—16
New York State Railways, Rochester, N. Y.: "Transportation News," 11¼" x 8½"—*m*—48
New York Telephone Company, New York, N. Y.: "Telephone Review," 10½" x 7¾"—*m*—40
Norfolk and Western Railroad, Roanoke, Va.: "Norfolk and Western Magazine," 11⅛" x 8"—*m*—100
North American Lace Company, Philadelphia, Pa.: "The Nalco," 15" x 11"—*m*—6
North East Electric Company, Rochester, N. Y.: "North East News," 8¼" x 6"—*m*—18
Northern States Power Company, Minneapolis, Minn.: "Safety Service," 10¼" x 6¾"—*m*—16
Northwestern Bell Telephone Company, Omaha, Neb.: "Northwestern Bell," 12⅛" x 9"—*m*—32
Northwestern National Bank, Minneapolis, Minn.: "Northwestern Bank News," 10¾" x 7¾"—*m*—8
Northwestern Pacific Railroad Company, San Francisco, Calif.: "Headlight," 12" x 8¾"—*m*—16
The Norton Company, Worcester, Mass.: "The Norton Spirit"

O'Connor, Moffatt and Company, San Francisco, Calif.: "Ocomo News"
Ohio Bell Telephone Company, Cleveland, Ohio: "The Ohio Bell," 10⅝" x 7½"—*m*—32

Ohio Brass Company, Mansfield, Ohio: "O. B. Observer," 11″ x 8″—*m*—16

Ohio Public Service Company, Cleveland, Ohio: "The Delta," 14⅞″ x 10⅝″—*bm*—8

Ohmer Fare Register Company, Dayton, Ohio: "Ohmer Fare Register," 11½″ x 9″—*m*—8

Oklahoma Gas and Electric Company, Enid, Oklahoma: "Sparks and Flashes," 10¾″ x 8⅜″—*wk*—8

Oklahoma City, Okla.: "The Oklahoma Meter"

Onondaga Pottery Company, Syracuse, N. Y.: "The Syracuse China News," 11⅛″ x 8″—*m*—4

Otterbein Press, Dayton, Ohio: "Pepper Pod," 9″ x 6″—*m*—20

Pacific Mills, Lawrence, Mass.: "Pacific Mills Bulletin," 10¾″ x 7¾″—*m*—4

Pacific Power and Light Company, Portland, Ore.: "Pacific Power and Light Company Bulletin," 9⅜″ x 6⅛″—*m*—64

Pacific Service Employees' Association, San Francisco, Calif.: "P.S.E.A. News," 10¾″ x 8″—*m*—30

Pacific Spruce Corporation, Toledo, Ore.: "Spruce Splinters," 9½″ x 6¼″—*m*—12

Pacific Telephone and Telegraph Company, San Francisco, Calif.: "Pacific Telephone Magazine," 10⅛″ x 6⅝″—*m*—64

Paine Lumber Company, Oshkosh, Wis.: "Korelock Klippings," 9″ x 6″—*m*—20

Palmolive Company, Milwaukee, Wis.: "The Palmoliver," 11⅛″ x 8½″—*m*—16

Paraffine Companies, Inc., San Francisco, Calif.: "The Pabco World," 9″ x 6″—*m*—16

Parker-Young Company, Lincoln, N. H.: "The Pycalog," 11″ x 8½″—*m*—8

Peet Brothers Company, Kansas City, Kan.: "Bubbles," 11¾″ x 9⅜″—*m*—8

Pennsylvania Bell Telephone Company, Philadelphia, Pa.: "Telephone News," 10¾″ x 7½″—*m*—36

Pennsylvania-Ohio Power and Light Company, Youngstown, Ohio: "Pennsylvania Ohio Electric News," 9″ x 6″—*m*—24

Pennsylvania Railroad, Eastern Region, Philadelphia, Pa.: "Pennsylvania News," 18⅛″ x 11¾″—*bwk*—12

Central Region, Pittsburgh, Pa.: "Pennsylvania News"

Western Region, Chicago, Ill.: "Pennsylvania News," 18⅛″ x 11¾″—*bwk*—12

Southwestern Region, St. Louis, Mo.: "Pennsylvania News"

Philadelphia, Pa.: "Pennsylvania Standard," 12″ x 7¼″—*m*—4, and "Mutual Magazine," 10¾″ x 7¾″—*bwk*—12

People's Gas Light and Coke Company, Chicago, Ill.: "People's Gas Club News," 11″ x 8″—*sm*—12

Pere Marquette Railroad, Detroit, Mich.: "Pere Marquette Magazine," 10″ x 6¾″—*m*—48

Phelps Dodge Corporation, Copper Queen Branch, Bisbee, Ariz.: "Copper Queen Bulletin," 11¾″ x 8¾″—*m*—8

Philadelphia Company and Affiliated Corporation, Pittsburgh, Pa.: "Public Service Monthly," 12″ x 9″—*m*—48

Philadelphia Electric Company, Philadelphia, Pa.: "Current News," 9″ x 6″—*m*—20

Philadelphia Trust Company, Philadelphia, Pa.: "Bulletin," 9⅛″ x 7″—*m*—4

Phoenix Mutual Life Insurance Company, Hartford, Conn.: "The Phoenix Quill," 9⅛″ x 6″—*m*—20

Pilgrims Steam Laundry Company, Brooklyn, N. Y.: "Pilgrims Progress," 12″ x 9″—*m*—4

Pillsbury Flour Mills Company, Minneapolis, Minn.: "Carry-On."

Pittsburgh Valve, Foundry and Construction Company, Pittsburgh, Pa.: "Atwood Line Weld," 9″ x 6″—*m*—16

Portland Gas and Coke Company, Portland, Ore.: "Gasco Bulletin," 10″ x 6¾″—*m*—36

Portsmouth Power Company, Portsmouth, N. H.: "The Generator," 9″ x 6″—*m*—8

Postum Cereal Company, Inc., New York, N. Y.: "Wellville Post," 10″ x 7¼″—*m*—24

Provident Mutual Life Insurance Company, Philadelphia, Pa.: "Between Ourselves," 9″ x 6″—*m*—16

Prudential Life Insurance Company of America, Newark, N. J.: "The Home Office News," 9″ x 6″—*m*—16

Public Service Company of Northern Illinois, Chicago, Ill.: "Public Service Company of Northern Illinois News," 11⅛″ x 8½″—*m*—16

Public Service Company of Oklahoma, Tulsa, Okla.: "The Illuminator," 11″ x 8½″—*sm*—4

Public Service Companies of Pittsburgh, Pittsburgh, Pa.: "Public Service," 12⅛″ x 9″—*m*—48

Puget Sound Power and Light Company, Seattle, Wash.: "Puget Sound Electric Journal," 10″ x 7″—*m*—48

Pullman Company, Chicago, Ill.: "The Pullman News," 10½″ x 7¾″—*m*—36

Pullman Taxi Service Company, Pittsburgh, Pa.: "Live Miles"

Pure Oil Company, Columbus, Ohio: "The Pure Oil News," 12″ x 8¾″—*m*—36

R. and S. Silk Mill, West Hoboken, N. J.: "R. and S. Enlightener," 10″ x 7″—*m*—16

Railway and Industrial Engineering Company, Greensburg, Pa.: "Charging Current"

Ralston Steel Car Company, Columbus, Ohio: "Ralston Hopper," 11½″ x 8½″—*m*—12

Raritan Copper Works, Perth Amboy, N. J.: "Ingot," 8½" x 5½"—*m*—12
Remy Electric Company, Anderson, Ind.: "The Remy Clan," 12½" x 9½"—*m*—4
Renfrew Manufacturing Company, Adams, Mass.: "The Renfrew Review," 10⅝" x 7⅞"—*m*—12
Reo Motor Car Company, Lansing, Mich.: "Reo Spirit," 9" x 6"—*m*—24
Retail Credit Company, Atlanta, Ga.: "Inspection News," 10¾" x 7¾"—*m*—16
Ritter Lumber Company, W. M., Columbus, Ohio: "The Hardwood Bark," 10½" x 7½"—*m*—24
Rochester Gas and Electric Corporation, Rochester, N. Y.: "Gas and Electric News," 9" x 6"—*m*—42
Rockland Finishing Company, Inc., Garnerville, N. Y.: "The Tracer," 11" x 9⅜"—*m*—8
Rockland and Rockport Lime Corporation, Rockland, Me.: "R and R Lime Bulletin," 9⅛" x 6⅛"—*bwk*—8
Roos Brothers, Inc., San Francisco, Calif.: "The Courtesy Chain," 15" x 10¾"—*m*—6
Russell-Miller Milling Company, Minneapolis, Minn.: "Occident Conveyer," 12⅜" x 9⅜"—*m*—4

San Antonio Public Service Company, San Antonio, Tex.: "The Broadcaster," 11¾" x 8⅞"—*m*—8
San Diego Consolidated Gas and Electric Company, San Diego, Calif.: "News-Meter," 11" x 8½"—*m*—16
St. Joseph Railway, Light, Heat and Power Company, St. Joseph, Mo.: "Rylite Employees News," 15½" x 11⅛"—*m*—8
St. Paul Dispatch and Pioneer Press, St. Paul, Minn.: "Presspatch," 11" x 8⅝"—*m*—8
St. Paul Gas Light Company, St. Paul, Minn.: "Current-Gas," 8½" x 6¼"—*m*—8
Samuel Stores, New York, N. Y.: "Pepper Box"
Sayles Finishing Plants, Inc., Saylesville, R. I.: "Sayles News," 11¾" x 9"—*sm*—8
Schuster and Company, Inc., Milwaukee, Wis.: "Keeping in Touch," 8¾" x 5¾"—*m*—40
Scott Paper Company, Chester, Pa.: "Scottissue Broadcast," 14" x 11"—*bwk*—4
Scovill Manufacturing Company, Waterbury, Conn.: "Scovill Bulletin," 10½" x 8"—*m*—16
Scruggs, Vandervoort and Barney, St. Louis, Mo.: "Topics," 9⅛" x 6"—*m*—40
Selby Shoe Company, Portsmouth, Ohio: "The Selby Leader," 12" x 9¼"—*m*—16
Shepard Stores, Boston, Mass.: "The Shepard News," 12⅝" x 9½"—*wk*—4
Sherwin-Williams Company, Cleveland, Ohio: "The Chameleon," 11¾" x 9"—*irreg*—24
Shevlin-Hixon Company, Bend, Ore.: "Shevlin Equalizer," 10⅝" x 7½"—*m*—20

Siems-Stembel Company, St. Paul, Minn.: "The Box Car," 10¾″ x 7¾″—*m*—16

Simonds Saw and Steel Company, Fitchburg, Mass.: "The Buzz," 9″ x 6″—*m*—16

Simplex Wire and Cable Company, Boston, Mass.: "The Simplex Spirit," 12″ x 9″—*bm*—4

Snellenburg and Company, N., Philadelphia, Pa.: "Tips and Topics," 9″ x 6″—*m*—32

Sophia Hair Stores Company, New York, N. Y.: "Among Ourselves," 9″ x 7″—*m*—12

Southern Bell Telephone Company, Atlanta, Ga.: "Southern Telephone News," 12⅛″ x 9⅜″—*m*—42

Southern Minnesota Gas and Electric Company, Albert Lea, Minn.: "High Tension"

Southern New England Telephone Company, New Haven, Conn.: "The Telephone Bulletin," 10¾″ x 7¾″—*m*—48

Southern Pacific Railroad, Houston, Tex.: "Southern Pacific Bulletin," 10½″ x 7¾″—*m*—16

Southern Railway, Atlanta, Ga.: "Southern News Bulletin," 10¾″ x 8″—*m*—8

Southwestern Bell Telephone Company, St. Louis, Mo.: "Southwestern Telephone News," 10¾″ x 7½″—*m*—48

Spang Chalfont and Company, Etna, Pa.: "The Welder," 10¾″ x 7¾″—*m*—20

Sperry Flour Company, San Francisco, Calif.: "Sperry Family," 10¼″ x 6¾″—*m*—16

Spicer Manufacturing Corporation, South Plainfield, N. J.: "Drive Shaft," 10½″ x 7½″—*irreg*—16

Spirella Company, Niagara Falls, N. Y.: "The Spirella Magazine," 7″ x 4″—*m*—20

Square D Company, Detroit, Mich.: "Square D Tales," 9″ x 6″—*m*—8

Staley Manufacturing Company, Decatur, Ill.: "Staley Journal," 9½″ x 6″—*m*—44

Standard-Coosa Thatcher Company, Chattanooga, Tenn.: "The Spindle," 10½″ x 8″—*m*—16

Standard Oil Company of California, San Francisco, Calif.: "Standard Oil Bulletin"

Standard Oil Company of Indiana, Chicago, Ill.: "Stanolin Record"

Standard Oil Company of Louisiana, Baton Rouge, La.: "The Stanoclan"

Standard Oil Company of New Jersey, Bayonne Works, Bayonne, N. J.: "The Messenger," 11¼″ x 8″—*sm*—24

Bayway Refinery, Elizabeth, N. J.: "Bayway News"

New York, N. Y.: "The Lamp," 11¼″ x 8″—*bm*—24

Standard Sanitary Manufacturing Company, New Brighton, Pa.: "Official Bulletin of the Dawes and Myler Relief Association," 11¼″ x 8″—*m*—4

Stetson Company, Philadelphia, Pa.: "The Hat Box," 9¼″ x 6″—*m*—16

Stewart Dry Goods Company, Louisville, Ky.: "Co-optimist," 9¼" x 6⅛" —*m*—8

Stockham Pipe and Fitting Co., Birmingham, Ala.: "The Bull Ladle," 9" x 6"—*wk*—4

Stone-Ordean-Wells Company, Duluth, Minn.: "The Mutual Aider," 8¼" x 5½"—*m*—4

Strathmore Paper Company, Mittineague, Mass.: "Strathmorean," 9¼" x 4"—*m*—20

Strawbridge and Clothier, Philadelphia, Pa.: "Store Chat," 9¾" x 6¾"—*m*—22

Studebaker Corporation, South Bend, Ind.: "Studebaker Co-operator," 10⅝" x 7¾"—*m*—20

Swift and Company, Chicago, Ill.: "Swift Arrow," 16½" x 11"—*bwk*—6

Tait Brothers, Springfield, Mass.: "The Circle-T," 11¾" x 9¼"—*m*—12

Tennessee Electric Power Company, Chattanooga, Tenn.: "Electro Topics"

Tenney Co., Charles H., Boston, Mass.: "Tenney Service"

Texas Company, Houston, Tex.: "The Texaco Star," 10½" x 7½"—*m*—32, and "The Look Box," 10½" x 7¾"—*m*—12

Texas Power and Light Co., Dallas, Tex.: "Texas Utility News," 9" x 6"—*m*—44

Tide Water Oil Co., Bayonne, N. J.: "Refinery News," 12½" x 9½"—*wk*—6

Times-Mirror Printing and Binding House, Los Angeles, Calif.: "Among Ourselves," 6" x 4½"—*m*—32

Travelers Insurance Company, Hartford, Conn.: "The Travelers Beacon" 12⅛" x 9"—*m*—24

Traxler Company, Louis, Dayton, Ohio: "Traxology," 9" x 6"—*m*—8, and "Traxology Jr.," 8¼" x 7"—*wk*—4

Tribune Company, Chicago, Ill.: "The Trib," 11" x 8½"—*m*—12

Trumbull Electric Manufacturing Company, Plainville, Conn.: "Inside the Circle," 9" x 6⅛"—*m*—12

Union Carbide and Carbon Corporation, New York, N. Y.: "Carbidea," 11⅛" x 8½"—*m*—16

Union Carbide and Electro-Metallurgical Co., Niagara Falls, N. Y.: "Tapping Pot," 11" x 8"—*sm*—8

Union Electric Light and Power Company, St. Louis, Mo.: "Wire and Pipe," 11⅞" x 8⅞"—*m*—24

Union Oil Company of California, Los Angeles, Calif.: "Union Oil Bulletin," 10¼" x 6¾"—*m*—24

Union Pacific Railroad, Omaha, Neb.: "Union Pacific Magazine," 11¼" x 8"—*m*—64

Union Tool Company, Torrance, Calif.: "The U. T. Co. News," 10¼" x 6¾"—*m*—20

Union Traction Company of Indiana, Anderson, Ind.: "Union Traction Safety Magazine," 9¼" x 6"—*q*—12

United Alloy Steel Corporation, Canton, Ohio: "The United Clan," 12½" x 8⅝"—*m*—8

United Electric Railway Company, Providence, R. I.: "All Aboard," 11¼″ x 8¼″—*m*—16

United Engineering and Foundry Company, Pittsburgh, Pa.: "United Effort," 10½″ x 7½″—*m*—20

United Gas Improvement Company, Philadelphia, Pa.: "U. G. I. Circle," 10⅝″ x 7⅛″—*m*—48

The United States Finishing Company, Providence, R. I.: "Finishing Facts," 10¾″ x 7¾″—*m*—16

U. S. Gypsum Conpany, Fort Dodge, Iowa: "Red Top Safety Sentinel," 12⅛″ x 8½″—*m*—8.
Oakfield, N. Y.: "The Rotary Monitor," 8¾″ x 6″—*m*—8

U. S. Rubber Company, New York, N. Y.: "U. S. Rubber News," 8½″ x 6″—*sm*—28

U. S. Smelting and Refining Company, Midvale, Utah: "Ax-i-dent-Ax," 9½″ x 6¼″—*m*—16

Universal Winding Company, Providence, R. I.: "Universal Windings," 11¼″ x 9″—*m*—16

Utah-Idaho Sugar Company, Salt Lake City, Utah: "The Sugar Cassette," 9½″ x 6″—*m*—28

Utica Gas and Electric Company, Utica, N. Y.: "Utica Gas and Electric News," 9″ x 6″—*m*—16

Walker's, Inc., Los Angeles, Calif.: "The Clarion," 9⅜″ x 6⅛″—*m*—32

Walworth Manufacturing Company, Boston, Mass.: "The Walworth Craftsman," 11″ x 8½″—*m*—16
Kewanee, Ill.: "Walworth Craftsman"

Warner Company, Charles, Wilmington, Del.: "Warner-American News," 9⅛″ x 6⅛″—*m*—12

Western Clock Company, La Salle, Ill.: "Tick Talk Factory Edition," 6½″ x 5⅛″—*sm*—24

Western Electric Company, New York, N. Y.: "The Observer," 22⅞″ x 17⅞″—*sm*—4, and "Western Electric News," 9″ x 12″—*m*—44
Hawthorne Works, Chicago, Ill.: "The Hawthorne Microphone," 14″ x 10½″—*bm*—4

Western States Gas and Electric Company, Stockton, Calif.: "Fumes and Flashes," 10″ x 6⅞″—*m*—16

Western Weighing and Inspection Bureau, Chicago, Ill.: "Western Way in News," 9″ x 6″—*m*—28

Westinghouse Air Brake Company, Wilmerding, Pa.: "Wabsco News," 10⅝″ x 7¾″—*m*—32

Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.: "Westinghouse Machine News," "Westinghouse Electrical News," 11⅛″ x 8⅝″—*m*—24, and "Westinghouse Works Department Bulletin"

Westinghouse Lamp Company, Bloomfield, N. J.: "Westinghouse Lamp News," 11″ x 8½″—*m*—24

West Kentucky Coal Company, Employees Mutual Benefit Association, Sturgis, Ky.: "The Progressive Miner," 11¾" x 8¾"—*m*—32

Wheeling Steel Corporation, Wheeling, W. Va.: "Safety Hints," 9" x 6"—*m*—32

White Motor Company, Cleveland, Ohio: "White Book," 9" x 6"—*m*—60

White Company, R. H., Boston, Mass.: "The White Star," 9" x 6"—*m*—40

Whitin Machine Works, Whitinsville, Mass.: "The Whitin Spindle," 12⅛" x 9¼"—*bm*—16

Whiting and Davis Company, Plainfield, Mass.: "Wadco News," 12" x 9"—*m*—4

Whitman and Son, Stephen F., Philadelphia, Pa.: "The Messenger-Link," 6⅞" x 5"—*m*—32

Wile and Company, M., Inc., Buffalo, N. Y.: "Clubfello," 9¼" x 6"—*m*—28

Williams and Wilkins Company, Baltimore, Md.: "The Kalends," 7¼" x 5¼"—*m*—16

Willys-Overland Co., Toledo, Ohio: "The Willys News," 15" x 10½"—*sm*—4

Wilson and Company, Chicago, Ill.: "Certified News," 11" x 8¼"—*bm*—40

Winchester Laundries, Winchester, Mass.: "The Extractor," 12¾" x 9½"—*m*—4

Wiscassett Mills Company, Albemarle, S. C.: "The Windemere Watchman," 11⅝" x 8⅝"—*m*—8

Wisconsin Public Service Corporation, Milwaukee, Wis.: "Together," 10⅜" x 7"—*m*—12

Wiser Oil Co., Sistersville, W. Va.: "Trico News," 14¼" x 10¼"—*m*—8

Worcester Electric Light Company, Worcester, Mass.: "The Live Wire," 9¼" x 6⅞"—*m*—12

Worcester Stamped Metal Company, Worcester, Mass.: "Stamping Life," 5½" x 4¼"—*m*—16

Worthington Pump and Machinery Corporation, Blake and Knowles Works, East Cambridge, Mass.: "Simplexities," 10⅛" x 6⅞"—*m*—20

Deane Works, Holyoke, Mass.: "Deane News," 9" x 6"—*m*—8

Laidlaw Works, Cincinnati, Ohio: "Feather Valve News," 9¾" x 6⅞"—*m*—12

Yale and Towne Manufacturing Company, Stamford, Conn.: "The Yale Panel," 20¼" x 14¼"—*sm*—4

Yates Machine Co., P. B., Beloit, Wis.: "Sawdust and Chips," 11" x 8½"—*m*—8

Yawman and Erbe Manufacturing Co., Rochester, N. Y.: "Y and E News," 11" x 8½"—*m*—8

Yellow Cab and Baggage Company, Omaha, Neb.: "Meter Ticks."

Yellow Cab Company, Pittsburgh, Pa.: "Live Miles," 13½" x 10¾"—*every 5 wks*—6

Youngstown Sheet and Tube Co., Youngstown, Ohio: "Youngstown Sheet and Tube Bulletin"

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